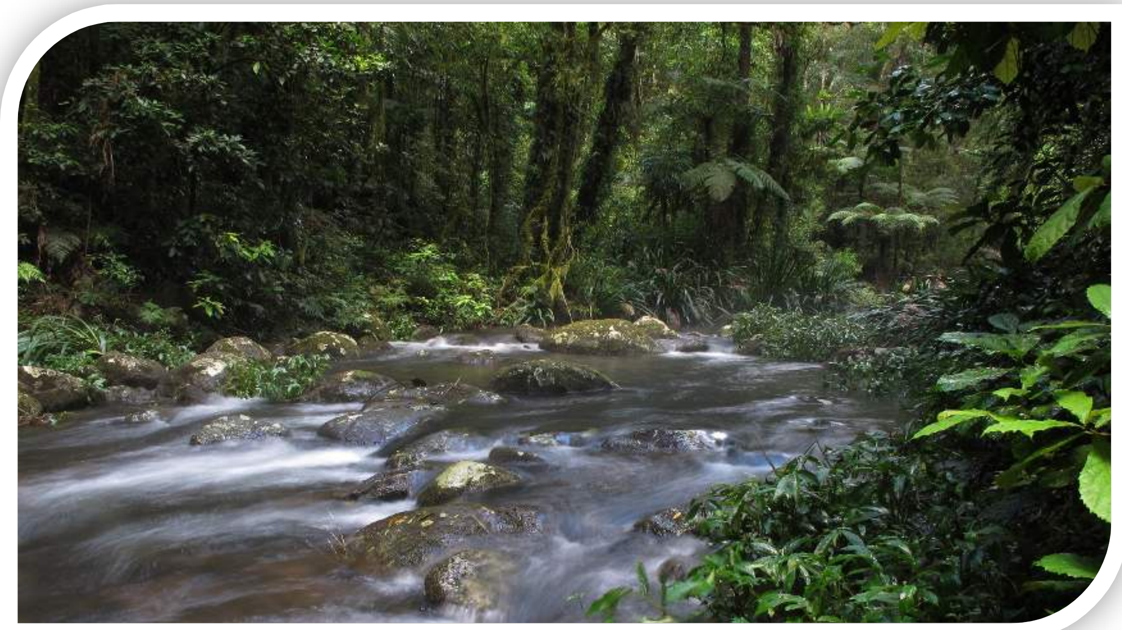
KYOGLE COUNCIL

OPERATIONAL PLAN

2026/2027

DELIVERY PROGRAM

2026/2030



Kyogle Council

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Vision, Mission & Values

COMMUNITY VISION

Working together to balance environment, lifestyle and opportunity.

OUR MISSION

To meet the challenges of our unique and diverse region.

OUR VALUES

- Respect and respond to community needs
- Improve the quality of our services
- Be open and accessible
- Act with honesty and integrity
- Value people's contribution
- Support the culture of teamwork, cooperation and safety.

Kyogle Council Area

Kyogle Council services an area of 3,589 square kilometres and adjoins the Scenic Rim Regional Council in Queensland and the Northern Rivers local government areas of Tweed Shire, Lismore City, Richmond Valley, Clarence Valley and Tenterfield Shire in New South Wales.

Kyogle Council comprises a large and diverse region with spectacular natural (including the renowned Border Ranges National Park and other world heritage listed areas) and cultural attributes, within two hour's drive from Brisbane and one hour from Queensland's Gold Coast and NSW coastal communities of Byron Bay, Ballina and Tweed Heads. This, combined with a superb climate and a close proximity to all services, education and recreation, makes the Kyogle area an ideal place to live and work.

Councillors

Nine Councillors represent three wards of the council area and are responsible for the direction and control of Council's affairs in accordance with the *Local Government Act* and associated legislation. Our current Councillors were elected in September 2024 and will hold office until September 2028.

Back row, left to right: Councillors Brett McNamarra (A Ward), Tom Cooper (C Ward), Robin Harley (C Ward) and Rob Cullen (B Ward).
Centre, row, left to right: Councillors Janet Wilson (A Ward), John Burley (Deputy Mayor, B Ward), and Kieran Somerville (A Ward)
Front, left to right: Councillors Olivia Taylor (B Ward) and Danielle Mulholland (Mayor, C Ward).

Revenue Policy/ Pricing Methodology

Ordinary Rates

The total area of Kyogle Council is 358,620 Ha. This is made up of 239,520 Ha of rateable land and 119,100 Ha of non-rateable land. Of this non-rateable land, 93,350 Ha (26% of the total area) is owned or controlled by State Forests and National Parks.

Council's ability to raise revenue is restricted by State Government 'rate pegging'. The Minister for Local Government announces the maximum permissible increase in rates each year, as determined by the Independent Pricing and Regulatory Tribunal (IPART). For the 2026/2027 financial year the IPART determination applying to Kyogle Council was an increase of 4.4%.

Ordinary Rates applying for the financial period 2026/27 are:

CATEGORY	VALUATION ($)	NUMBER OF PROPERTIES	BASE CHARGE ($)	AD VALOREM RATE IN $	ANTICIPATED YIELD ($)	BASE CHARGE YIELD ($)	BASE CHARGE YIELD (%)
FARMLAND	1,481,533,110	1,800	347.00	0.254001	4,387,709	624,600	14.24%
RESIDENTIAL	143,053,780	914	347.00	0.255204	682,237	317,158	46.49%
RESIDENTIAL-KYOGLE	261,539,400	1,300	371.00	0.659891	2,208,175	482,300	21.84%
RURAL RESIDENTIAL	379,385,180	1,089	347.00	0.357000	1,732,288	377,883	21.81%
BUSINESS	15,989,180	108	347.00	0.300009	85,445	37,476	43.86%
BUSINESS-KYOGLE	29,607,550	127	371.00	0.970630	334,497	45,117	14.09%
Total	**2,311,108,200**	**5,338**			**9,663,234**		

Stormwater and Flood Special Rate:

The Stormwater and Flood Special Rate applies to developed property within the villages of Kyogle, Woodenbong, Wiangaree, Old Grevillia, Old Bonalbo, Bonalbo, Tabulam and Mallanganee.

The Stormwater and Flood Special Rates are subject to the rate peg determined by IPART, and the following Special Rates apply:

CATEGORY	VALUATION ($)	NUMBER OF PROPERTIES	MINIMUM CHARGE ($)	AD VALOREM RATE IN $	ANTICIPATED YIELD ($)
Stormwater and Flood Residential	270,125,932	1,743	121.42	0.052879	211,635
Stormwater and Flood Business	31,672,010	175	121.42	0.051590	21,249
Total	**301,797,942**	**1,918**			**232,884**

Domestic Waste Management Charges:

By law a Domestic Waste Management basic charge must apply to every residential property in the collection area whether occupied or vacant. The Domestic Waste Charges for the 2025/26 financial year were discounted due to the temporary removal of the Waste levy. The discounted amounts from 2025/26 have been increased by 4.0%. The Domestic Waste Management Charges for 2026/27 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE ($)	ANTICIPATED YIELD ($)
Waste Management Service Charge *	1949	69	134,481
Residential Base Bin Service (140L landfill & 240L recyclables fortnightly, and 240L FOGO weekly)	1802	729	1,313,658
Residential Upgrade Bin Service (240L landfill & 240L recyclables fortnightly, and 240L FOGO weekly)	50	882	44,100
Additional Residential 240L Recyclables Bin	0	204	0
Additional Residential 240L FOGO Bin weekly	1	339	339
Additional Residential 240L Landfill Bin	5	298	1,490
Additional Residential 140L Landfill Bin	1	199	199
Replacement of stolen or damaged 240L Bin	0	110	0
Replacement of stolen or damaged 140L Bin	0	95	0
Total			**1,494,267**

** This charge includes the provision of one voucher per charge levied for the disposal of up to 300kg of Industrial/Commercial/Domestic Waste at any one of Council's Waste Management Facilities*

Note: Domestic Waste charges are subject to 'Reasonable Cost' limits which are independently audited and reported to the Division of Local Government.

Commercial Waste, Other Residential Waste and Landfill Management Charges

A Commercial Waste charge may apply to commercial properties whether occupied or vacant, and the Landfill Management Charge applies to all properties not subject to other Waste Charges. The charges for the 2025/26 financial year were discounted due to the temporary removal of the Waste levy. The discounted amounts from 2025/26 have been increased by 4.0%. The charges for 2026/27 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE ($)	ANTICIPATED YIELD ($)
Landfill Management Charge	3538	54	191,052
Commercial Base Bin Service (240L landfill & 240L recyclables fortnightly)	350	539	188,650
Commercial Downgrade Service (140L landfill & 240L recyclables fortnightly)	20	443	8,860
Additional Commercial 240L Landfill Bin	83	296	24,568
Additional Commercial 140L Landfill Bin	0	198	0
Additional Commercial 240L Recyclables Bin	3	245	735
Additional Commercial 240L FOGO Bin weekly	75	337	25,275
Other Residential Base Bin Service (140L landfill & 240L recyclables fortnightly)	209	443	92,587
Other Residential Upgrade Bin Service (240L landfill & 240L recyclables fortnightly)	13	539	7,007
Additional Other Residential 240L FOGO Bin weekly	141	337	47,517
Additional Other Residential 240L Landfill Bin	2	296	592
Additional Other Residential 140L Landfill Bin	0	198	0
Additional Other Residential 240L Recyclables Bin	0	245	0
Replacement of stolen or damaged 240L Bin	0	115	0
Replacement of stolen4or damaged 140L Bin	0	100	0
Total			**586,843**

** This charge includes the provision of one voucher per charge levied for the disposal of up to 300kg of Industrial/Commercial/Domestic Waste at any one of Council's Waste Management Facilities*

On Site Sewerage Management Annual License Fees:

On Site Sewerage Management System Annual License Fees are to apply to every On Site Sewerage Management System being operated within the Council Area. The increase in these charges for 2026/27 is 4%. The charges for 2026/27 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE ($)	ANTICIPATED YIELD ($)
OSMS Annual License Fee	3,103	52.30	162,274

Water Charges

The charging structure is based on a two-tiered system as follows:

(a) An annual availability/access charge which applies to each property receiving a water supply service (including private line connections) and to each property to which a service connection is available; and

(b) A consumption based charge for each kilolitre of water consumed.

The overall increase in Water Charges (fixed plus variable) for 2026/27 is 7%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE ($)	ANTICIPATED YIELD ($)
Vacant Property Charge	71	177	12,567
20mm connection	1,976	586	1,157,936
25mm connection	31	916	28,384
32mm connection	23	1,500	34,504
40mm connection	17	2,344	39,848
50mm connection	18	3,663	65,925
80mm connection	1	9,376	9,376
100mm connection	0	14,650	0
Fire Service Connection (all sizes)	6	586	3,516
Non-Rateable Connections	5	0	0
Total	**2,148**		**1,352,056**

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD ($)
Consumption up to 200kL per connection per year	$2.50 per 1,000 litres	697,500
Consumption above 200kL per connection per year	$3.13 per 1,000 litres	297,350
Home Dialysis allocation first 100kL	$0.00 per 1,000 litres	0
Total		**994,850**

A rebate program continues this year, which will provide subsidy to users who are increasing their water efficiency through things such as installation of rainwater tanks and retro fitting dual flush toilets and other water efficient devices. Details of the rebate program are available at Council's office or on the website.

Residential Sewerage Charges

Residential Sewerage charges incorporate a uniform charge for each residential unit or dwelling.

The increase in Sewerage Charges for 2026/27 is 6.0%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE ($)	ANTICIPATED YIELD ($)
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,677	1,164	**1,952,028**
Non rateable properties	6	0	0

Non Residential Sewerage Charges

Non Residential sewerage charges are to be charged as per the formula:

(AC + C x UC) x SDF

Where:

AC = an annual availability/access charge ($).
C = Customer's annual water consumption (kL)
UC = Sewerage Usage Charge ($/kL)
SDF = Sewerage Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Council's Liquid Trade Waste Policy for details.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE ($)	ANTICIPATED YIELD ($)
Availability/Access Charges			
Vacant Property Charge	93	189	17,577
20 mm connection	181	454	82,174
25 mm connection	20	708	14,165
32 mm connection	20	1,162	23,245
40mm connection	16	1,816	29,056
50mm connection	15	2,838	42,563
80mm connection	1	7,264	7,264
100mm connection	0	11,350	0
Total	**346**		**216,043**
Sewer Usage Charge		$1.76 per kL	**160,160**

Note: *Non-Residential Sewerage Charges are subject to a minimum charge equivalent to the residential sewerage charge.*

Trade Waste Charges:

Council has introduced cost-reflective trade waste fees and charges in order to comply with the NSW Government's Best Practice Pricing Guidelines.

These fees and charges apply to ALL liquid trade waste dischargers and are determined with reference to the levels of pre-treatment (e.g. appropriately sized and maintained grease traps) and excess mass charges for wastes exceeding normal acceptance limits.

(a) Liquid trade waste charges for dischargers requiring nil or minimal pre-treatment are to be charged as per the formula:

A + I

Where:
A = Annual trade waste fee for minor or no pre-treatment ($)
I = Re-inspection fee ($) (where required)

(b) Liquid trade waste charges for dischargers requiring prescribed pre-treatment are to be charged as per the formula:

A + I + (C x UC x TWDF)

Where:
A = Annual trade waste fee for prescribed pre-treatment ($)
I = Re-inspection fee ($) (where required)
C = Customer's annual water consumption (kL)
UC = Trade Waste Usage Charge ($/kL)
TWDF = Trade Waste Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Council's Liquid Trade Waste Policy for details.

(c) Liquid trade waste charges for large dischargers (over about 20kL/d) and industrial waste are to be charged as per the formula:

A + I + EMC

Where:
A = Annual trade waste fee for Major Discharger ($)
I = Re-inspection fee ($) (where required)
EMC = Total Excess Mass Charges ($) (Refer Council's Fees and Charges for details.)

(d) Liquid trade waste charges for dischargers with a sewerage dump point are to be charged as per the formula:

A + I

Where:
A = Annual trade waste fee for Sewer Dump Point ($)
I = Re-inspection fee ($) (where required)

Anticipated Yield from Trade Waste charges:

ANNUAL TRADE WASTE FEE OR CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT ($)	ANTICIPATED YIELD ($)
Min or no pre treatment	95	149	14,155
Prescribed pre treatment	7	149	1,043
Major discharger	0	851	0
Sewer Dump Point	4	1,164	4,656
Re-inspection fee	0	111	0
Totals	**106**		**19,854**
Trade Waste Usage (with pre-treatment) per kL		$1.76	25,520
Trade Waste Usage (without pre-treatment) per kL		*$8.11	8,110
Totals			**33,630**

** This charge is to gradually increase to around $11/kL. It has been set at the same rate as dischargers with appropriate prescribed pre-treatment for this year in order to give those customers who are required to have pre-treatment a period of grace to get appropriate pre-treatment devices installed, before they are charged heavily for not having pre-treatment.*

Fees and Charges
Council has Fees and Charges for the 2026/27 financial year, details of which are contained in the 2026/27 Schedule of Fees and Charges (separate document).

Interest Charges
Interest charges are to be 5% calculated on the outstanding component of all rates and charges. This represents a reduction from the maximum allowed as advised by the Office for Local Government, which is 9.5% for 2026/27.

Developer Contributions (Section 7.11 Environmental Planning and Assessment Act 1979)
Contributions are levied for all works identified within each Section 7.11 Plan. Contributions for Water and Sewerage are levied under Section 64 of the *Local Government Act*. A planning levy is applied to all contributions paid. Monies are to be expended within a reasonable time for the purposes for which they are raised. Developer contributions are indexed using the Brisbane All Groups CPI figures published by the Australian Bureau of Statistics on a quarterly basis. Council adopted a Developer Contributions Discounting Policy in 2018 which waives contributions for certain types of developments. The policy will expire in August 2026.

Borrowings and Investments

Borrowings:

Projected loan movements for the next four years are set out below:

	2026/27 ($)	2027/28 ($)	2028/29 ($)	2029/30 ($)
Water Fund				
Opening Balance	66,514	4,984,157	4897,451	4,806,151
New Loans	5,000,000	0	0	0
Interest	301,717	297,368	292,774	287,911
Principal Reduction	82,357	86,706	91,300	86,126
Closing Balance	4,984,157	4,897,451	4,806,151	4,720,025
Sewer Fund				
Opening Balance	637,805	5,570,210	5,465,711	5,353,772
New Loans	5,000,000	0	0	3,000,000
Interest	200,538	348,528	341,087	426,137
Principal Reduction	67,595	104,499	111,939	137,827
Closing Balance	5,570,210	5,465,711	5,353,772	8,215,945
General Fund				
Opening Balance	7,552,995	6,034,807	4,490,797	2,920,520
New Loans	0	0	0	0
Interest	118,493	92,671	66,403	39,682
Principal Reduction	1,518,187	1,544,010	1,570,278	1,320,341
Closing Balance	6,034,807	4,490,797	2,920,520	1,600,179

Investments:

Investment of surplus funds is made in accordance with Council’s Investment Policy.

Integrated Planning and Reporting

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*. The Act provides that the Deputy Director General (Local Government), Department of Premier and Cabinet can issue Guidelines that must be followed by local councils when undertaking their planning and reporting activities. To this end, the NSW Government has developed an Integrated Planning and Reporting (IP&R) Manual that provides councils with the framework to work within for the development of its strategic planning documents and reporting requirements. The diagram below is taken form this manual and outlines the IP&R framework.

Local Government Planning and Reporting framework

The overarching strategic document is the Community Strategic Plan. Council adopted its current Community Strategic Plan in 2025.

The Resourcing Strategy consists of three separate components:

1. Workforce Management Strategy
2. Asset Management Plans, Strategy and Policy
3. Long Term Financial Plan.

The LTFP adopted by Council covers a ten-year period and will be reviewed and updated annually as part of the development of the Operational Plan and Delivery Program. The LTFP has been used by the Council to inform its decision-making during the finalisation of the Community Strategic Plan.

Capital Works Projects/Asset Replacement

Project / Item	2026/27	2027/28	2028/29	2029/30
Regional Roads				
Kyogle Road (MR141) – Renewals	713,046	729,538	518,857	533,937
Clarence Way – (MR150) Renewals	72,444	74,134	51,727	53,222
Clarence Way (MR361) – Renewals	643,881	669,636	696,421	716,757
Clarence Way (MR361) – Upgrade 3 sections	2,082,233	2,922,169	0	0
Bentley Road (MR544) – Renewals	330,789	338,369	235,916	242,812
Mount Lindsay Highway (MR622) – Renewals	107,518	109,999	76,717	78,949
Expenditure Conditional on external funding	0	2,000,000	5,000,000	5,000,000
Regional Bridges	0	0	0	0
Total	**3,949,911**	**6,843,844**	**6,579,638**	**6,625,677**
Repair Program Funding	0	216,696	223,197	229,893
Safer Local Roads Infrastructure Program	2,082,233	2,922,169	0	0
Future Funding Opportunities	0	2,000,000	5,000,000	5,000,000
Total External Grants	**2,082,233**	**5,138,865**	**5,223,197**	**5,229,893**
Rural Local Roads				
Rural Roads – Reseals	578,479	601,618	625,683	644,153
Sealed Roads Rehabilitation	1,745,360	1,217,932	1,266,649	1,303,197
Unsealed Roads Rehabilitation	1,808,152	1,694,817	1,762,610	1,814,690
Rural Roads – Guardrail	24,845	25,838	26,872	27,664
Rural Roads - drainage improvements	89,232	92,801	96,513	99,255
Section 94 Expenditure	11,397	11,699	12,009	12,327
Initial Seals – Conditional on external funding	0	3,000,000	3,000,000	3,500,000
Total	**4,257,465**	**6,644,705**	**6,790,336**	**7,401,286**
Roads To Recovery Funding	1,824,528	2,736,792	2,736,792	1,448,319
Future Funding Opportunities	0	3,000,000	3,000,000	3,000,000
Total External Grants	**1,824,528**	**5,736,792**	**5,736,792**	**4,448,319**

Project / Item	2026/27	2027/28	2028/29	2029/30
Urban Streets				
Footpaths	80,938	84,176	87,543	90,081
Footpath Summerland Way to Saville St Kyogle	2,429,825	0	0	0
Kerb and Guttering	89,279	92,850	96,564	99,351
Kyogle streets – Renewals	301,193	313,241	325,771	335,205
Bonalbo - Renewals	64,096	66,660	69,326	71,316
Woodenbong - Renewals	63,745	66,295	68,947	70,927
Other Villages - Renewals	64,006	66,566	69,229	71,217
Villages Main Streets (Woodenbong/Tabulam/Bonalbo subject to 50% external funding)	0	2,000,000	2,000,000	0
Renewals conditional on external funding	0	0	0	1,000,000
Total	**3,093,082**	**2,689,788**	**2,717,380**	**1,738,097**
Get NSW Active Funding	2,429,825	0	0	0
Future Funding Opportunities	0	1,000,000	1,000,000	1,000,000
Total External Grants	**2,429,825**	**1,000,000**	**1,000,000**	**1,000,000**
Stormwater and Flood Management				
Drainage Upgrades	189,528	129,891	135,087	139,045
Drainage Renewals	183,526	93,219	96,947	99,768
Floodplain Risk Management Plans and Voluntary Purchase Scheme (subject to 80% external funding)	250,000	250,000	250,000	250,000
Total	**623,054**	**473,110**	**482,034**	**488,813**
Flood Management Funding	**200,000**	**200,000**	**200,000**	**200,000**
Water Supplies				
Water supply renewals	2,000,000	2,000,000	1,005,682	172,417
Water Supply Upgrades	0	0	0	94,389
Tabulam Water Supply (subject to 75% external funding)	0	0	0	1,200,000
Total	**2,000,000**	**2,000,000**	**1,005,682**	**1,466,806**
Total External Grants	**0**	**0**	**0**	**900,000**
Sewerage Services				
Sewerage system renewals	351,012	364,742	374,896	429,296
Kyogle Sewer Treatment Plant Upgrade	7,000,000	17,000,000	0	0
Tabulam, Wiangaree, Mallanganee Sewerage Schemes (subject to 75% external funding)	0	0	6,000,000	7,500,000
Total	**7,351,012**	**17,364,742**	**6,374,896**	**7,929,296**
Total external Grants	**5,250,000**	**12,750,000**	**4,500,000**	**5,625,000**
Waste Management and Quarries				
Landfill Improvements	1,054,608	56,792	59,064	60,770
Quarry rehabilitation	739,295	38,689	40,237	41,408
Total	**1,793,903**	**95,481**	**99,301**	**102,178**

Project / Item	2026/27	2027/28	2028/29	2029/30
Buildings and Community Facilities				
Parks and Gardens Renewals	234,670	363,092	377,616	388,678
Parks expenditure Conditional on external funding	0	0	3,000,000	3,000,000
Swimming Pools Renewals	191,969	194,097	201,861	199,631
Community Building Renewals	296,593	308,456	320,795	330,086
KMI Hall Improvements (subject to 50% funding)	400,000	0	0	0
Cemeteries Renewals	11,788	12,259	12,750	13,131
Total	**1,135,020**	**877,904**	**3,913,022**	**3,931,526**
External Grant Funding	**200,000**	**0**	**3,000,000**	**3,000,000**
Plant and Depots				
Plant Purchases	1,466,000	1,789,000	2,113,000	1,700,000
Depot Renewals	80,933	84,170	87,537	90,149
Total	**1,546,933**	**1,873,170**	**2,200,537**	**1,790,149**
Bridges				
Bridge renewals	1,635,864	1,148,737	1,236,833	1,221,105
Expenditure Conditional on external funding	0	3,000,000	3,000,000	3,000,000
Total	**1,635,864**	**4,148,737**	**4,236,833**	**4,221,105**
Future Funding Opportunities	0	3,000,000	3,000,000	3,000,000
Total External Grants	**0**	**3,000,000**	**3,000,000**	**3,000,000**

Financial Assistance/Donations

Council's Financial Assistance Policy applies to individuals and organisations within the Council area via ongoing/regular donations and one-off donations. 2026/27 assistance is as follows:

ORGANISATION	SUPPORT	VALUE ($)
One-off Donations	Various	52,735
Public Halls	Cash Donation – Rates & Charges	10,004
Learn to Swim/Life Education	Cash Donation/Staff and Plant	15,924
Youth Programs	Cash Donation	10,285
Kyogle Historical Society	Cash Donation	6,274
Youth Week	Cash Donation	2,850
Womens Week	Cash Donation	4,170
Seniors Week	Cash Donation	2,555
Naidoc Celebrations	Cash Donation	3,597
Volunteer Week	Cash Donation	5,257
Disability Week	Cash Donation	2,555
Australia Day Committees	Cash Donation	15,017
Childrens Week	Cash Donation	2,555
Kyogle Show	Cash Donation	3,220
Bonalbo Show	Cash Donation	2,021
Woodenbong Show	Cash Donation	2,021
Event Sponsorship	Cash Donation	13,082
Special Events Traffic Control	Cash Donation	18,304
Community Events – Skip Bins	Staff and Plant	14,720
TOTAL		**187,146**

Business or Commercial Activities

Pricing Policy/Competitive Neutrality
Pricing Policy is cost recovery for consumer specific services except where a community service obligation exists to justify charging less than full costs e.g. pools and library.

Full cost attribution is applied to all business activities. The following programs are considered to be of a commercial nature:

Category One Businesses (Turnover greater than $2 million)

1. State Highways works

Category Two Businesses (Turnover less than $2 million)

1. Water Supplies
2. Sewerage Services
3. Quarries
4. Plant

In accordance with National Competition Policy Guidelines, Council incorporates all direct and indirect costs, plus taxes that a private sector operator would face in the operation of a similar business. These taxes are known as taxation equivalent payments (TEP's), and will be based on items such as Payroll Tax, Land Tax and Income Tax.

These figures will only be applied where the effects are considered to be material. This process is referred to as "competitive neutrality".

Business and Commercial activities are distinguished from other activities by Council's intention to generate a surplus from their operation. Any surpluses could then be used to fund the expansion of the commercial activities or to subsidise the Council's other activities.

Budgets

GOVERNANCE - BUDGET INFORMATION

GOVERNANCE	2026/27	2027/28	2028/29	2029/30
OPERATING EXPENDITURE				
EMPLOYMENT	391,097	406,741	423,010	433,646
COUNCILLOR SERVICES	302,658	314,765	327,355	337,176
LEGALS	19,104	19,868	20,663	21,283
ADVERTISING, NRJO, LGSA	114,790	119,382	124,157	127,882
ELECTIONS	0	0	108,367	0
PAYABLE BY OTHER FUNDS	(72,762)	(75,673)	(78,700)	(81,061)
TOTAL OPERATING EXPENDITURE	754,886	785,082	924,852	838,925
NET COST OF ACTIVITY	**(754,886)**	**(785,082)**	**(924,852)**	**(838,925)**

ADMINISTRATION - BUDGET INFORMATION

ADMINISTRATION	2026/27	2027/28	2028/29	2029/30
OPERATING EXPENDITURE				
EMPLOYMENT	1,261,939	1,254,417	1,304,593	1,337,297
OFFICE EXPENSES	1,044,737	1,110,269	1,186,258	1,104,955
SUBSCRIPTIONS & SUNDRIES	21,041	21,883	22,758	23,441
PAYABLE FROM OTHER FUNDS	(157,751)	(164,061)	(170,623)	(175,742)
TOTAL OPERATING EXPENDITURE	2,169,967	2,222,507	2,342,986	2,289,951
CAPITAL EXPENDITURE				
OFFICE EQUIPMENT & FURNITURE	0	0	0	0
TOTAL CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	**(2,169,967)**	**(2,222,507)**	**(2,342,986)**	**(2,289,951)**

PERSONNEL - BUDGET INFORMATION

PERSONNEL	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE	78,031	81,152	84,399	87,774
OPERATING EXPENDITURE				
EMPLOYMENT SALARIES	582,522	605,823	630,056	645,845
EMPLOYMENT WAGES STAFF	(106,603)	(110,868)	(119,302)	(72,285)
INSURANCE & RISK MANAGEMENT	250,092	260,096	270,500	278,615
RECRUITMENT AND OTHER STAFF COSTS	123,438	128,375	133,510	137,515
TOOLS, CLOTHING, SIGNAGE	112,616	117,121	121,805	125,460
PAYABLE BY OTHER FUNDS	(132,390)	(137,685)	(143,193)	(147,489)
TOTAL OPERATING EXPENDITURE	829,674	862,861	893,376	967,661
NET COST OF ACTIVITY	**(751,643)**	**(781,709)**	**(808,977)**	**(879,887)**

FINANCE - BUDGET INFORMATION

FINANCE	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
GENERAL RATES	9,496,171	9,838,033	10,192,202	10,559,122
INTEREST AND SUNDRY INCOME	767,127	998,614	830,226	788,294
RECOVERIES	53,879	56,034	58,275	60,023
REVENUE SHARING (FAG) GRANT	4,372,480	4,503,654	4,638,764	4,777,927
BORROWING PROCEEDS	0	0	0	0
TOTAL OPERATING REVENUE	14,689,657	15,396,336	15,719,468	16,185,366
OPERATING EXPENDITURE				
EMPLOYMENT	911,049	885,491	920,911	943,966
VALUATION & AUDITOR FEES	165,738	172,367	179,262	184,640
BORROWING COSTS	1,518,187	1,544,010	1,570,278	1,320,341
OTHER/INTEREST COSTS	158,753	134,541	109,948	84,533
TOTAL OPERATING COSTS	2,753,728	2,736,410	2,780,399	2,533,480
NET COST OF ACTIVITY	**11,935,929**	**12,659,926**	**12,939,069**	**13,651,886**

STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
WORKS ORDERS*	8,000,000	8,000,000	8,000,000	8,000,000
MAINTENANCE	1,129,599	1,163,487	1,198,391	1,234,343
TOTAL OPERATING REVENUE	9,129,599	9,163,487	9,198,391	9,234,343
OPERATING EXPENDITURE				
MAINTENANCE SUMMERLAND WAY	689,055	709,727	731,019	752,949
MAINTENANCE BRUXNER HIGHWAY	440,543	453,760	467,373	481,394
WORKS ORDERS*	8,000,000	8,000,000	8,000,000	8,000,000
TOTAL OPERATING COSTS	9,129,599	9,163,487	9,198,391	9,234,343
OPERATING RESULT	0	0	0	0
CAPITAL EXPENDITURE				
RESERVE TRANSFERS#	0	0	0	0
TOTAL CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	**0**	**0**	**0**	**0**

** Estimated level of activity, figures to be adjusted through the year based on actual amounts approved by RMS*

 # Transferred to Regional Roads

REGIONAL ROADS - BUDGET INFORMATION

REGIONAL ROADS	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
BLOCK GRANT	1,181,410	1,216,852	1,253,358	1,290,959
ROADS TO RECOVERY GRANT	0	0	0	0
TOTAL OPERATING REVENUE	1,181,410	1,216,852	1,253,358	1,290,959
OPERATING COSTS				
MR 141 - KYOGLE ROAD	245,247	255,057	265,259	272,750
MR 150 - CLARENCE WAY	75,723	78,752	81,902	84,183
MR 361 - CLARENCE WAY	378,675	393,822	409,575	421,157
MR 544 - BENTLEY ROAD	98,231	102,160	106,246	109,319
MR 622 - MT LINDESAY HIGHWAY	55,291	57,502	59,802	61,528
TOTAL OPERATING COSTS	853,166	887,293	922,785	948,937
OPERATING RESULT	328,244	329,559	330,573	342,021
NON-CURRENT REVENUE				
REPAIR PROGRAMME	0	216,696	223,197	229,893
TRANSFER FROM TRANSPORT RESERVE*	0	0	0	0
BETTERMENT PROGRAM	0	0	0	0
CONTRIBUTIONS	11,397	11,699	12,009	12,327
FUTURE FUNDING OPPORTUNITIES	2,082,233	4,922,169	5,000,000	5,000,000
BRIDGE FUNDING	0	0	0	0
TOTAL NON-CURRENT REVENUE	2,093,630	5,150,564	5,235,206	5,242,220
CAPITAL EXPENDITURE				
MR 141 - KYOGLE ROAD	713,046	729,538	518,857	533,937
MR 150 - CLARENCE WAY	72,444	74,134	51,727	53,222
MR 361 - CLARENCE WAY	2,726,114	5,591,805	5,696,421	5,716,757
MR 544 - BENTLEY ROAD	330,789	338,368	235,916	242,812
MR 622 - MT LINDESAY HIGHWAY	107,518	109,999	76,717	78,949
BRIDGES	0	0	0	0
TOTAL CAPITAL EXPENDITURE	3,949,911	6,843,844	6,579,639	6,625,676
NET COST OF ACTIVITY	**(1,528,038)**	**(1,363,720)**	**(1,013,860)**	**(1,041,435)**

**Transfer from State Highways budget*

URBAN LOCAL ROADS - BUDGET INFORMATION

URBAN LOCAL ROADS	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	74,233	76,460	78,754	81,117
STREET LIGHTING SUBSIDY	35,000	35,000	35,000	35,000
TOTAL OPERATING REVENUE	109,233	111,460	113,754	116,117
OPERATING EXPENDITURE				
STREET LIGHTING	103,529	107,470	111,569	114,766
KYOGLE STREETS	366,127	380,772	396,003	406,881
BONALBO STREETS	81,259	84,510	87,890	90,387
WOODENBONG STREETS	73,935	76,892	79,968	82,246
MALLANGANEE STREETS	26,698	27,766	28,877	29,690
WIANGAREE STREETS	37,631	39,136	40,702	41,909
TABULAM STREETS	37,733	39,242	40,812	41,987
OLD BONALBO STREETS	17,324	18,017	18,738	19,280
OLD GREVILLIA STREETS	1,468	1,526	1,587	1,631
TOTAL OPERATING EXPENDITURE	745,704	775,333	806,146	828,778
OPERATING RESULT	(636,471)	(663,872)	(692,392)	(712,662)
NON-CURRENT REVENUE				
CONTRIBUTIONS	5,698	5,849	6,004	6,163
OTHER GRANTS	2,429,825	1,000,000	1,000,000	1,000,000
TOTAL NON-CURRENT REVENUE	2,435,523	1,005,849	1,006,004	1,006,163
CAPITAL EXPENDITURE				
FOOTPATHS & FURNITURE	2,510,763	84,176	87,543	90,081
RENEWALS KYOGLE	301,193	313,241	325,771	335,205
RENEWALS BONALBO	64,096	66,660	69,326	71,316
RENEWALS WOODENBONG	63,745	66,295	68,947	70,927
RENEWALS VILLAGES	64,006	66,566	69,229	71,217
KERB & GUTTER CONSTRUCTION	89,279	92,850	96,564	99,351
INITIAL SEALS	0	2,000,000	2,000,000	1,000,000
TOTAL CAPITAL EXPENDITURE	3,093,082	2,689,787	2,717,379	1,738,096
NET COST OF ACTIVITY	**(1,294,030)**	**(2,347,811)**	**(2,403,767)**	**(1,444,594)**

RURAL LOCAL ROADS - BUDGET INFORMATION

RURAL LOCAL ROADS	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	3,055,465	3,147,129	3,241,543	3,338,789
HEAVY HAULAGE CONTRIBUTIONS	9,051	9,290	9,537	9,789
ROADS TO RECOVERY GRANT	1,824,528	2,736,792	2,736,792	1,448,319
TOTAL OPERATING REVENUE	4,889,044	5,893,211	5,987,872	4,796,898
OPERATING EXPENDITURE				
SEALED ROADS MAINTENANCE	616,645	641,311	666,963	685,719
UNSEALED ROADS MAINTENANCE	1,690,329	1,757,943	1,828,260	1,880,006
OTHER	51,308	52,960	54,679	56,019
TOTAL OPERATING EXPENDITURE	2,358,282	2,452,214	2,549,902	2,621,744
OPERATING RESULT	2,530,761	3,440,998	3,437,969	2,175,154
NON-CURRENT REVENUE				
CONTRIBUTIONS	11,397	11,699	12,009	12,327
FLOOD DAMAGE	0	0	0	0
RESERVE TRANSFER*	1,000,000	1,000,000	1,000,000	800,000
RESERVE TRANSER#	100,000	200,000	200,000	200,000
FIXING LOCAL ROADS	0	0	0	0
PRIVATE CONTRIBUTIONS	0	0	0	0
FUTURE FUNDING OPPORTUNITIES	0	3,000,000	3,000,000	3,000,000
TOTAL NON-CURRENT INCOME	1,111,397	4,211,699	4,212,009	4,012,327
CAPITAL EXPENDITURE				
RESEALS	578,479	601,618	625,683	644,153
REHABILITATION	3,553,512	2,912,749	3,029,259	3,117,887
DRAINAGE RENEWALS	89,232	92,801	96,513	99,255
GUARDRAIL RENEWALS	24,845	25,838	26,872	27,664
FLOOD DAMAGE	0	0	0	0
SECTION 94 ROADWORKS	11,397	11,699	12,009	12,327
BLACK SPOTS & INITIAL SEALS	0	3,000,000	3,000,000	3,500,000
TOTAL CAPITAL EXPENDITURE	4,257,465	6,644,706	6,790,336	7,401,287
NET COST OF ACTIVITY	**(615,307)**	**1,007,991**	**859,642**	**(1,213,806)**

** Transfer from plant budget*
 # Transfer from quarry budget

BRIDGES - BUDGET INFORMATION

BRIDGES	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	0	0	0	0
ROADS TO RECOVERY GRANT	0	0	0	0
TOTAL OPERATING REVENUE	0	0	0	0
OPERATING EXPENDITURE				
MAINTENANCE	137,917	142,055	146,316	150,706
TOTAL OPERATING EXPENDITURE	137,917	142,055	146,316	150,706
OPERATING RESULT	(137,917)	(142,055)	(146,316)	(150,706)
NON-CURRENT INCOME				
FEDERAL TIMBER BRIDGE PROGRAM	0	3,000,000	3,000,000	3,000,000
TRANSFER FROM RESERVE	0	0	0	0
CONTRIBUTIONS	2,263	2,354	2,448	2,521
KYOGLE BRIDGE PACKAGE	0	0	0	0
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL NON-CURRENT INCOME	2,263	3,002,354	3,002,448	3,002,521
CAPITAL EXPENDITURE				
CONSTRUCTION	1,635,864	4,148,737	4,236,833	4,221,105
TOTAL CAPITAL EXPENDITURE	1,635,864	4,148,737	4,236,833	4,221,105
NET COST OF ACTIVITY	**(1,771,518)**	**(1,288,438)**	**(1,380,701)**	**(1,369,289)**

INFRASTRUCTURE – WORKS ADMINISTRATION - BUDGET INFORMATION

ENGINEERING ADMINISTRATION	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
CONTRIBUTIONS TO WORKS	7,170	7,457	7,755	8,065
PRIVATE WORKS	68,402	71,138	73,983	76,210
SUNDRY INCOME	834	867	902	938
TOTAL OPERATING REVENUE	76,406	79,462	82,640	85,214
OPERATING EXPENDITURE				
ROAD SURVEY, DESIGN, FEASABILITY	17,733	18,442	19,180	19,755
EMPLOYMENT	2,101,400	1,769,956	1,771,755	1,816,313
PRIVATE WORKS	61,730	64,199	66,767	68,705
TOOLS, CLOTHING, SIGNAGE, OTHER ADMIN	101,189	105,237	109,446	112,729
RECOVERIES	(3,552,470)	(4,093,456)	(4,311,029)	(4,221,528)
TOTAL OPERATING COSTS	(1,270,417)	(2,135,622)	(2,343,882)	(2,204,025)
NET COST OF ACTIVITY	**1,346,823**	**2,215,084**	**2,426,522**	**2,289,238**

QUARRIES - BUDGET INFORMATION

QUARRIES	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
INCOME	1,507,162	1,503,049	1,512,291	921,903
TOTAL OPERATING REVENUE	1,507,162	1,503,049	1,512,291	921,903
OPERATING COSTS				
QUARRY WORKING EXPENSES	1,140,505	1,123,025	1,129,806	634,633
TOTAL OPERATING COSTS	1,140,505	1,123,025	1,129,806	634,633
OPERATING RESULT	366,658	380,024	382,485	287,270
CAPITAL EXPENDITURE				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	739,295	38,689	40,237	41,408
RESERVE TRANSFERS*	100,000	200,000	200,000	200,000
TOTAL CAPITAL EXPENDITURE	839,295	238,689	240,237	241,408
NET COST OF ACTIVITY	**(472,637)**	**141,335**	**142,248**	**45,861**

**Transfer to rural local roads budget*

PLANT AND DEPOTS - BUDGET INFORMATION

PLANT AND DEPOTS	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
INCOME	6,703,268	5,971,399	5,256,201	5,732,990
PLANT SALES	491,000	584,000	700,000	550,000
OTHER	43,116	44,841	46,635	48,500
TOTAL OPERATING REVENUE	7,237,384	6,600,240	6,002,835	6,331,490
OPERATING EXPENDITURE				
PLANT MAINTENANCE	2,916,194	3,032,842	3,154,155	3,246,298
KYOGLE DEPOTS	121,015	125,856	130,890	134,719
BONALBO DEPOT	21,815	22,687	23,595	24,278
WOODENBONG DEPOT	14,048	14,610	15,194	15,634
GOODINGS DEPOT	7,201	7,489	7,789	8,022
STORES	8,187	13,960	14,518	14,954
TOTAL OPERATING COSTS	3,088,460	3,217,443	3,346,141	3,443,904
OPERATING RESULT	4,148,924	3,382,797	2,656,694	2,887,586
CAPITAL EXPENDITURE				
PLANT PURCHASES	1,466,000	1,789,000	2,113,000	1,700,000
TRANSFER TO GENERAL FUND*	1,000,000	1,000,000	1,000,000	800,000
DEPOT RENEWALS	80,933	84,170	87,537	90,149
TOTAL CAPITAL EXPENDITURE	2,546,933	2,873,170	3,200,537	2,590,149
NET COST OF ACTIVITY	**1,601,991**	**509,626**	**(543,843)**	**297,437**

**Transfer to rural local roads budget*

DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION

DOMESTIC WASTE MANAGEMENT	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
ANNUAL CHARGES (NET)	1,475,812	1,605,260	1,642,181	1,679,951
OPERATING EXPENDITURE				
ADMINISTRATION	19,000	19,760	20,550	21,167
CONTRACTORS	719,964	748,763	778,713	802,074
LANDFILL COSTS*	615,372	726,595	753,130	773,218
TOTAL OPERATING EXPENDITURE	1,354,336	1,495,118	1,552,393	1,596,460
NET COST OF ACTIVITY	**121,477**	**110,142**	**89,788**	**83,492**

** Final amount based on share of actual costs rather than original budget estimate*

OTHER WASTE MANAGEMENT - BUDGET INFORMATION

OTHER WASTE MANAGEMENT	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
ANNUAL CHARGES (NET)	586,468	648,110	663,009	678,252
GATE FEES	464,314	474,993	485,918	497,094
HIRE AND HAULAGE FEES	2,898	3,014	3,135	3,260
RECYCLING INCOME	81,614	84,879	88,274	91,805
EPA GRANT INCOME	0	0	0	0
DOMESTIC WASTE SHARE OF COSTS*	615,372	726,595	753,130	773,218
TOTAL OPERATING REVENUE	1,750,666	1,937,591	1,993,466	2,043,629
OPERATING EXPENDITURE				
KYOGLE LANDFILL	1,351,610	1,622,197	1,680,760	1,726,532
WOODENBONG TRANSFER STATION	84,525	87,906	91,423	93,861
BONALBO TRANSFER STATION	90,773	94,404	98,180	100,903
MALLANGANEE TRANSFER STATION	82,604	85,908	89,344	91,850
NORTH EAST WASTE FORUM	13,054	13,576	14,119	14,543
INTEREST EXPENSE	0	0	0	0
TOTAL OPERATING COSTS	1,622,566	1,903,991	1,973,826	2,027,688
OPERATING RESULT	128,100	33,600	19,639	15,941
NON-CURRENT INCOME				
CAPITAL GRANT INCOME	0	0	0	0
TOTAL NON-CURRENT INCOME	0	0	0	0
CAPITAL EXPENDITURE				
LOAN REPAYMENTS	0	0	0	0
IMPROVEMENTS	0	0	0	0
NEW CELLS CONSTRUCTION	1,000,000	0	0	0
REHABILITATION WORKS	54,608	56,792	59,064	60,770
TOTAL CAPITAL EXPENDITURE	1,054,608	56,792	59,064	60,770
NET COST OF ACTIVITY	**(926,508)**	**(23,192)**	**(39,425)**	**(44,829)**

** Final amount based on share of actual costs rather than original budget estimate*

STORMWATER - BUDGET INFORMATION

STORMWATER	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
INCOME	232,884	241,268	249,953	258,952
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL OPERATING REVENUE	232,884	241,268	249,953	258,952
OPERATING EXPENDITURE				
MAINTENANCE	53,606	55,750	57,980	59,602
FLOOS DAMAGE RESTORATION	0	0	0	0
TOTAL OPERATING COSTS	53,606	55,750	57,980	59,602
OPERATING RESULT	179,278	185,518	191,973	199,350
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	1,709	1,754	1,801	1,848
GRANTS	200,000	200,000	200,000	200,000
TOTAL NON-CURRENT INCOME	201,709	201,754	201,801	201,848
CAPITAL EXPENDITURE				
STORMWATER WORKS	373,054	223,110	232,034	238,814
FLOOD MEASURES	250,000	250,000	250,000	250,000
TOTAL CAPITAL EXPENDITURE	623,054	473,110	482,034	488,814
NET COST OF ACTIVITY	**(242,067)**	**(85,838)**	**(88,260)**	**(87,615)**

WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
RATES & USER CHARGES	2,340,583	2,504,423	2,754,733	2,920,017
LIRS SUBSIDY	0	0	0	0
TOTAL OPERATING REVENUE	2,340,583	2,504,423	2,754,733	2,920,017
OPERATING EXPENDITURE				
MANAGEMENT	535,549	470,305	489,117	503,791
MAINS	260,000	270,400	281,216	288,974
RESERVOIRS	52,000	54,080	56,243	57,822
RAW WATER	356,943	339,220	331,989	341,275
TREATMENT	686,400	713,856	742,410	763,549
INTEREST	301,717	297,368	292,774	287,911
TOTAL OPERATING EXPENDITURE	2,192,609	2,145,230	2,193,750	2,243,322
OPERATING RESULT	147,973	359,194	560,983	676,695
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	2,924	3,001	3,081	3,163
LOAN PROCEEDS	5,000,000	0	0	0
GRANT INCOME	0	0	0	900,000
TOTAL NON-CURRENT INCOME	5,002,924	3,001	3,081	903,163
CAPITAL EXPENDITURE				
UNSUBSIDISED WORKS/REPLACEMENTS	2,000,000	2,000,000	1,005,682	266,806
LOAN PAYMENTS	82,357	86,706	91,300	86,126
SUBSIDISED WORKS	0	0	0	1,200,000
TOTAL CAPITAL EXPENDITURE	2,082,357	2,086,706	1,096,983	1,552,932
NET COST OF ACTIVITY	**3,068,541**	**(1,724,511)**	**(532,918)**	**26,926**

SEWERAGE SERVICES BUDGET INFORMATION

SEWERAGE SERVICES	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
RATES & USER CHARGES	2,367,676	2,661,737	2,870,116	3,094,937
OTHER	8,945	9,303	9,675	10,062
TOTAL OPERATING REVENUE	2,376,621	2,671,040	2,879,791	3,104,999
OPERATING EXPENDITURE				
MANAGEMENT	480,545	413,101	429,625	442,513
MAINS	112,559	117,061	121,744	125,139
PUMPING STATIONS	184,220	191,589	199,252	204,750
TREATMENT	526,990	1,028,069	1,069,192	1,100,049
INTEREST	200,538	348,528	341,087	426,137
TOTAL OPERATING EXPENDITURE	1,504,852	2,098,348	2,160,900	2,298,588
OPERATING RESULT	871,770	572,692	718,891	806,411
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	2,850	2,926	3,003	3,083
LOAN PROCEEDS	5,000,000	0	0	3,000,000
GRANTS	5,250,000	12,750,000	4,500,000	5,625,000
TOTAL NON-CURRENT INCOME	10,252,850	12,752,926	4,503,003	8,628,083
CAPITAL EXPENDITURE				
EXTENSIONS AND UPGRADES	7,000,000	17,000,000	6,000,000	7,500,000
UNSUBSIDISED WORKS/REPLACEMENTS	351,012	364,742	374,896	429,296
LOAN REPAYMENTS	67,595	104,499	111,939	137,827
TOTAL CAPITAL EXPENDITURE	7,418,607	17,469,241	6,486,835	8,067,123
NET COST OF ACTIVITY	**3,706,013**	**(4,143,624)**	**(1,264,941)**	**1,367,371**

ENVIRONMENTAL HEALTH - BUDGET INFORMATION

ENVIRONMENTAL HEALTH	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
LICENCES & INSPECTIONS	44,897	46,693	48,560	50,503
ON SITE MANAGEMENT FEES	162,274	168,765	175,516	182,536
GRANTS	0	0	0	0
ABANDONED VEHICLES	899	935	973	1,002
TOTAL OPERATING REVENUE	208,070	216,393	225,049	234,041
OPERATING EXPENDITURE				
EMPLOYMENT	179,804	196,996	194,476	199,338
NOXIOUS WEEDS (ROUS)	148,349	154,283	160,454	165,268
ON SITE MANAGEMENT SYSTEMS	76,529	79,590	82,774	85,257
PROJECTS AND INITIATIVES	101,833	106,228	110,531	112,523
RECOVERIES	(49,455)	(51,433)	(53,490)	(55,095)
TOTAL OPERATING EXPENDITURE	457,060	485,664	494,745	507,290
CAPITAL EXPENDITURE				
CAPITAL PROJECTS	0	0	0	0
TOTAL CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	**(248,990)**	**(269,271)**	**(269,696)**	**(273,249)**

TOWN PLANNING - BUDGET INFORMATION

TOWN PLANNING	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
FEES & CHARGES	195,104	202,508	210,208	218,217
TOTAL OPERATING REVENUE	195,104	202,508	210,208	218,217
OPERATING EXPENDITURE				
EMPLOYMENT	873,037	907,958	944,277	968,094
LEGALS & CONSULTANTS	56,068	56,711	57,379	57,901
OTHER	56,963	59,241	61,611	63,459
RECOVERIES	(109,794)	(114,186)	(118,753)	(122,316)
TOTAL OPERATING EXPENDITURE	876,274	909,724	944,513	967,138
NET COST OF ACTIVITY	**(681,170)**	**(707,217)**	**(734,305)**	**(748,922)**

BUILDING CONTROL - BUDGET INFORMATION

BUILDING CONTROL	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE	65,778	68,409	71,145	73,991
OPERATING EXPENDITURE				
BUILDING INSPECTIONS	242,767	252,477	262,577	270,454
TOTAL OPERATING EXPENDITURE	242,767	252,477	262,577	270,454
NET COST OF ACTIVITY	**(176,989)**	**(184,068)**	**(191,431)**	**(196,463)**

REGULATORY CONTROL - BUDGET INFORMATION

REGULATORY CONTROL	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE	21,229	21,802	22,398	23,018
OPERATING EXPENDITURE	255,422	265,639	276,264	283,937
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	**(234,193)**	**(243,837)**	**(253,866)**	**(260,919)**

EMERGENCY SERVICES - BUDGET INFORMATION

EMERGENCY SERVICES	2026/27	2027/28	2028/29	2029/30
OPERATING EXPENDITURE				
RATES & CHARGES	14,655	15,242	15,851	16,327
RFS CONTRIBUTIONS	448,384	466,319	484,972	499,521
FIRE & RESCUE CONTRIBUTION	17,877	18,592	19,336	19,801
SES CONTRIBUTION	49,286	51,257	53,307	54,907
TOTAL OPERATING EXPENDITURE	530,202	551,411	573,467	590,556
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	**(530,202)**	**(551,411)**	**(573,467)**	**(590,556)**

COMMUNITY SERVICES BUDGET INFORMATION

STRATEGIC, COMMUNITY & CULTURAL SERVICES	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
ART GALLERY	6,546	6,807	7,080	7,363
COMMUNITY SERVICES	1,425	1,425	1,425	1,425
VISITOR INFORMATION CENTRE	9,458	9,836	10,230	10,639
GOVERNMENT GRANTS	0	0	0	0
TOTAL OPERATING REVENUE	17,428	18,069	18,734	19,427
OPERATING COSTS				
COMMUNITY DONATIONS	95,222	99,031	102,992	106,082
ART GALLERY EMPLOYMENT COSTS	97,110	100,994	105,034	107,660
ART GALLERY OTHER	60,329	62,742	65,251	67,209
COMMUNITY SERVICES	124,055	128,632	133,664	137,588
STRATEGIC EMPLOYMENT	391,813	407,486	423,785	434,380
STRATEGIC OTHER	223,772	232,723	242,031	249,292
TOTAL OPERATING COSTS	992,300	1,031,608	1,072,758	1,102,211
NET COST OF ACTIVITY	**(974,872)**	**(1,013,539)**	**(1,054,024)**	**(1,082,784)**

PRE SCHOOLS - BUDGET INFORMATION

PRE SCHOOLS	2026/27	2027/28	2028/29	2029/30
OPERATING EXPENDITURE				
PRE SCHOOLS	80,588	83,811	87,164	89,779
TOTAL OPERATING EXPENDITURE	80,588	83,811	87,164	89,779
NET COST OF ACTIVITY	**(80,588)**	**(83,811)**	**(87,164)**	**(89,779)**

PUBLIC CEMETERIES BUDGET INFORMATION

PUBLIC CEMETERIES	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE	228,800	237,952	247,470	257,369
OPERATING EXPENDITURE				
KYOGLE CEMETERY	95,689	99,516	103,497	106,373
KYOGLE LAWN CEMETERY	69,288	72,059	74,942	77,015
CEMETERIES ON CROWN RESERVES	1,426	1,483	1,542	1,584
OTHER CEMETERIES	67,696	70,404	73,220	75,361
TOTAL OPERATING EXPENDITURE	234,099	243,463	253,201	260,333
CAPITAL EXPENDITURE				
IMPROVEMENTS/RENEWALS	11,788	12,259	12,750	13,131
NET COST OF ACTIVITY	**(17,087)**	**(17,770)**	**(18,481)**	**(16,095)**

PUBLIC LIBRARY - BUDGET INFORMATION

PUBLIC LIBRARY	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE	98,406	102,342	106,436	110,693
OPERATING COSTS				
REGIONAL LIBRARY CONTRIBUTIONS	525,222	546,231	568,080	585,123
KYOGLE LIBRARY EXPENSES,	89,063	92,626	96,331	99,220
TOTAL OPERATING COSTS	614,285	638,856	664,411	684,343
NET COST OF ACTIVITY	**(515,879)**	**(536,514)**	**(557,975)**	**(573,650)**

COMMUNITY BUILDINGS - BUDGET INFORMATION

COMMUNITY BUILDINGS	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE				
RENTAL INCOME	743,372	773,107	804,031	830,418
TOTAL OPERATING REVENUE	743,372	773,107	804,031	830,418
OPERATING EXPENDITURE				
COUNCIL CHAMBERS	136,336	141,790	147,461	151,622
KMI HALL	104,203	108,371	112,706	115,789
GROVE HOUSE	9,931	10,328	10,741	11,049
OTHER COMMUNITY BUILDINGS	345,587	359,411	373,787	384,411
KYOGLE COMMUNITY CENTRE	10,504	10,924	11,361	11,679
BUILDINGS ON CROWN RESERVES	159,391	165,767	172,398	177,505
TOTAL OPERATING COSTS	765,953	796,591	828,455	852,055
OPERATING RESULT	-22,581	-23,484	-24,423	-21,638
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	228	234	240	247
GRANTS	200,000	0	0	0
TOTAL NON-CURRENT INCOME	200,228	234	240	247
CAPITAL EXPENDITURE				
BUILDING IMPROVEMENTS	400,000	0	0	0
BUILDING RENEWALS	296,593	308,456	320,795	330,086
TOTAL CAPITAL EXPENDITURE	696,593	308,456	320,795	330,086
NET COST OF ACTIVITY	**(518,945)**	**(331,706)**	**(344,978)**	**(351,477)**

SWIMMING POOLS - BUDGET INFORMATION

SWIMMING POOLS	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE	191,048	198,690	206,638	214,903
OPERATING EXPENDITURE				
KYOGLE	487,778	507,289	527,581	541,565
BONALBO	128,261	133,391	138,727	142,397
WOODENBONG	138,183	143,710	149,458	153,400
TOTAL OPERATING COSTS	754,222	784,391	815,766	837,363
OPERATING RESULT	(563,174)	(585,701)	(609,129)	(622,460)
CAPITAL INCOME				
GRANTS	0	0	0	0
TOTAL CAPITAL INCOME	0	0	0	0
CAPITAL EXPENDITURE				
RENEWALS	191,969	194,097	201,861	199,631
IMPROVEMENTS	0	0	0	0
TOTAL CAPITAL EXPENDITURE	191,969	194,097	201,861	199,631
NET COST OF ACTIVITY	**(755,143)**	**(779,798)**	**(810,990)**	**(822,091)**

PARKS AND GARDENS - BUDGET INFORMATION

PARKS AND GARDENS	2026/27	2027/28	2028/29	2029/30
OPERATING REVENUE	0	0	0	0
OPERATING EXPENDITURE				
KYOGLE	397,309	413,201	429,730	441,812
VILLAGES	105,744	109,974	114,373	117,545
VILLAGE MAINTENANCE	41,410	43,066	44,789	46,132
PUBLIC TOILETS	37,049	38,531	40,072	41,203
PARKS ON CROWN RESERVES	157,432	163,729	170,279	174,968
TOWN ENTRANCES	45,892	47,727	49,636	50,981
TOTAL OPERATING COSTS	784,836	816,229	848,878	872,641
OPERATING RESULT	(784,836)	(816,229)	(848,878)	(872,641)
CAPITAL INCOME				
DEVELOPER CONTRIBUTIONS	5,699	5,850	6,005	6,164
GRANTS	0	0	3,000,000	3,000,000
TOTAL CAPITAL INCOME	5,699	5,850	3,006,005	3,006,164
CAPITAL EXPENDITURE				
IMPROVEMENTS	0	0	3,000,000	3,000,000
RENEWALS	234,670	363,092	377,616	388,678
TOTAL CAPITAL EXPENDITURE	234,670	363,092	3,377,616	3,388,678
NET COST OF ACTIVITY	**(1,013,806)**	**(1,173,471)**	**(1,220,489)**	**(1,255,155)**

CROWN RESERVES - BUDGET INFORMATION

CROWN RESERVES	2026/27	2027/28	2028/29	2029/30
OPERATING INCOME	0	0	0	0
OPERATING EXPENDITURE	11,420	11,876	12,351	12,714
NET COST OF ACTIVITY	**(11,420)**	**(11,876)**	**(12,351)**	**(12,714)**

Performance Reporting Metrics

The Operational Plan and the Delivery Program work together to help Council determine whether it is moving closer to achieving the community's vision and strategic priorities.

Each action in the Operational Plan is assigned to one of Council's senior staff who is responsible for ensuring that the action is successfully completed.

Staff report to the General Manager to ensure oversight that the Operational Plan being delivered on schedule. Every six months, the General Manager reports to the elected Council and the community on progress in delivering the actions in the Operational Plan.

Performance Reporting Metrics

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES
GENERAL MANAGER'S DEPARTMENT		
HUMAN RESOURCES	Establish capability for a productive, sustainable and inclusive workforce. Promote and adhere to EEO principles to attract and retain the best possible staff. Create and nurture a safe working environment with learning and development opportunities for staff. Be widely known as a respected and reputable employer with high levels of staff satisfaction.	• Total staff exits during the period. • Total staff with excess leave entitlements above 8 weeks. • Total excess leave above 8 weeks per employee. • Total number of incidents, accidents and near misses reported during the period. • Total working days lost due to injury for the period. • Total spend on staff training and development. • Total number of staff undertaking non-mandatory training or development.
COMMUNICATION and CONSULTATION	Kyogle Council is to be efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.	• Community newsletter editions published and distributed. • Number of social media communications. • Total number of hits and shares on social media. • Number of updates to Council's website. • Total number of calls for public submissions and total submissions received.
FINANCE	Council is on time and on budget with all community and statutory obligations. The sustainable management of roads bridges and other infrastructure.	• Monthly Finance reports and quarterly budget reviews presented to Council. • Annual finance requirements, including Audit and Annual Report met and on time. • Timely annual budget preparation and community display. • Adherence to financial sustainability targets.
GOVERNANCE	Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust and encourages and rewards excellence in performance.	• Number of GIPA requests received and percentage of responses meeting required timeframes. • Policies reviewed and updated within statutory requirements. • All external reporting delivered on time. • All appropriate consultation undertaken. • Councillor induction training delivered. • Council meetings held align with statutory requirements.
CUSTOMER SERVICES	Best practice customer services with an emphasis on friendly, helpful and timely assistance.	• Total correspondence received. • Complaints to the Public Officer reported. • Number of compliments received.

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE
PLANNING AND ENVIRONMENTAL SERVICES		
COMMUNITY SERVICES	Council to enhance and utilise suitable forum/s for broader community engagement to promote the creation of partnerships with groups across the council area and the region, including community groups, service providers, industry, agriculture, commerce, tourism, recreation and cultural groups.	• Number of forums involving community and Council representation and attendance at meetings. • Number of partnership-based projects. • Number of projects with commitments for external partner contributions. • Number of formal community-based partnerships.
	Provide for a disability-inclusive community.	• Number of projects incorporating disability inclusion elements.
	Positive recognition of the area's strong Aboriginal culture and heritage.	• Ongoing support by Council of the Reconciliation Committee. • Annual support of NAIDOC week by Council.
ECONOMIC DEVELOPMENT	Promotion of Kyogle as a place of choice for lifestyle and economic opportunity.	• Increased value of development applications approved, based on Council DA records. • Annual increase in number of businesses, based on ABS and Department of Regional Development statistics.
	Promote and nurture tourism opportunities and attractions for the local government area.	• Involvement in marketing and advertising of the area and the range of the marketing reach. • Numbers of visitors recorded at Visitor Information Centre (VIC) and during specific events.
	Council to actively lobby and work with State and Federal Governments and local industry to realise improvements in local and regional transport and telecommunications systems that provide connectivity and reliability of services between the villages, the rural areas and across the region.	• Additional mobile phone towers funded, constructed and operational through programs such as Federal Mobile Black Spot Project. • Preparation of business cases to support funding applications for transport infrastructure projects.
	Waste management facilities and services cost effectively manage waste generated within the Kyogle local government area.	• Total cost of waste management activities to Council. • Savings accrued through implementation of new waste management improvement projects/initiatives. • Percentage of projects delivered in accordance with agreed timeframes and within allocated project budget. • Number of incidents of non-compliance with domestic waste collection contract.
	Waste disposed to landfill is minimised to prolong asset life and reduce potential for environmental harm.	• Annual tonnage of waste to landfill based on EPA Waste and Resource Reports provided by Council. • Number of new initiatives introduced to reduce waste disposed to landfill.

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE
PLANNING AND ENVIRONMENTAL SERVICES		
	Waste facilities are managed in accordance with regulatory requirements.	• Percentage compliance with Environmental Protection Licence conditions. • Number of reported incidents requiring implementation of Pollution Incident Management Response Plan or other necessary measures.
	Increased rate of recycling within the Kyogle local government area.	• Total tonnage of recycled materials collected including at the Community Recycling Centre and Community Recycling Stations. • Recycling initiatives implemented. • Number of promotional activities to raise community awareness of services available and how they can increase recycling in the community.
	Minimise illegal dumping of waste in public areas.	• Number of illegal dumping events reported. • Costs incurred by Council to clean up illegal dumping. • Number of notices issued for illegal dumping.
ENVIRONMENTAL SERVICES	The Kyogle local government area is regarded as safe place to dine and purchase takeaway food and beverages.	• Percentage food premises registered with Council. • Percentage of food premises inspected annually. • Percentage of food premises assessed as having very good or excellent hygiene and food safety practices. • Number of notices issued for breaches of food safety standards.
	Weeds are effectively managed across private and public land throughout the local government area.	• Services for management of noxious weeds undertaken by Rous CC in accordance with Service Level Agreement, periodic reporting against service level measures • Number of projects partnering with community and environmental agencies/community groups (e.g. Landcare). • Grant funding secured for projects to address weed infestations.
	Pest animals are effectively managed across private and public land throughout the local government area.	• Number of pest animal issues reported by LLS, DPI and environmental agencies/community groups (e.g. Landcare). • Grant funding secured for projects to address pest animals.
	Pollution incident (noise, water, land or air) impacts throughout local government area are minimised.	• Number of pollution incidents reported. • Number of notices issued for pollution. • Percentage of pollution incidents cleaned up as required to remove risk of environmental harm.

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE
PLANNING AND ENVIRONMENTAL SERVICES		
	Onsite sewage management systems operate effectively in non-sewered areas to protect public and environmental health.	• Total number of OSMS registered. • Number of new OSMS approved. • Number of OSMS inspected in accordance with Council's Onsite Sewage Management Strategy. • Percentage of OSMS which pass inspection. • Number of notices issued regarding failing OSMS.
	Contaminated lands in the local government area, including Underground Petroleum Storage Systems, are effectively managed to prevent environmental harm.	• Total number of contaminated properties including UPSS sites • Percentage of UPSS sites compliant with regulatory requirements • Number of contaminated properties remediated.
REGULATORY SERVICES	Domestic dogs and cats are managed in accordance with legislative requirements.	• Number of dangerous, menacing or nuisance animal reports received. • Number of dangerous, menacing or nuisance animal notices issued. • Number of incidents of non-compliance with Companion Animals Act (e.g. failure to register companion animal.
	Nuisance animals are managed in accordance with legislative requirement, including stray cattle.	• Number of reports regarding nuisance animals received. • Number of notices regarding nuisance animals issued. • Number of incidences involving repeat offenders recorded.
	Abandoned vehicles are managed to maintain public safety and prevent pollution.	• Number of abandoned vehicles reported. • Number of abandoned vehicles impounded. • Costs to Council of impounding vehicles and percentage of costs recovered.
ARTS AND CULTURE	Local arts and culture recognised as a cornerstone of Kyogle communities.	• Number of separate exhibitions per annum and visitation numbers at each exhibition. • Visitor numbers and gallery sales. • Attendance at meetings, including Arts Northern Rivers.
LIBRARY SERVICES	Equitable access to information sources.	• Provision of library services in accordance with Richmond-Upper Clarence Regional Library Agreement.
PLANNING SERVICES	Ensure Council's planning framework encourages economic growth, population growth and social development whilst ensuring sustainable environmental outcomes.	• Implementation of actions identified in the Local Strategic Planning Statement.

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE
ASSETS AND INFRASTRUCTURE SERVICES		
BRIDGE INFRASTRUCTURE	The sustainable management of roads, bridges and other infrastructure. Ensure conductivity for freight and commuter transport throughout the LGA by improving the condition of Council's bridge assets.	• Number of timber bridges replaced. • Number of load limited bridges. • Number of bridges inspected. • Change in infrastructure backlog. • Bridges & causeway customer requests.
ROAD NETWORK	The sustainable management of roads, bridges and other infrastructure. Improve the condition of Council's sealed and unsealed rural road network, urban streets network and regional road network.	• Length of roads re-sealed (km and m2) / Cost ($/m2) • Length of roads rehabilitated (km and m2) / Cost ($/m2) • Length of gravel roads re-sheeted (km) / Cost ($/km) • Length of footpath replaced and constructed (m) • Length of kerb and guttering replaced/constructed (m) • Length of roads graded (km) • Number of Potholes patched • Roadside slashing (km) • Change in infrastructure backlog ($) • Number of Customer Requests
WATER AND SEWER	The sustainable management of roads, bridges and other infrastructure. Provide the community with quality water supply meeting NSW Public Health Legislation. Encourage water conservation. Provide the community with quality sewerage services.	• Performance reporting for water supply and sewerage services as per the requirements of NSW DPI Water, NSW Health and the NSW EPA • Metres of water main replaced • Number of new properties connected to water • Conformance with microbiological, physical and chemical standards • Number of main breaks • Educational activities conducted • Water usage against state average • Metres of sewer mains replaced/relined • Number of new properties connected to sewer • Number of sewer chokes • Water Customer Requests • Sewer Customer Requests

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE
ASSETS AND INFRASTRUCTURE SERVICES		
STORMWATER AND FLOODING	Maintain Council's urban stormwater network. Manage the risks associated with flooding in urban area.	• Length of new stormwater pipes laid or renewed. • Flood management actions completed. • Stormwater and flood management Customer Requests.
PARKS, POOLS AND COMMUNITY FACILITIES	Encourage patronage of council pools at Bonalbo, Kyogle and Woodenbong. Help promote a sense of community by providing safe and pleasant recreation areas.	• Numbers of attendances recorded. • Total hours operated. • Number of promotional events held. • Parks, Pools and Community Facilities Customer Requests.

Long Term Financial Plan (LTFP) Summary

LONG TERM FINANCIAL PLAN

ASSUMPTIONS

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Sundry Expenses Indexation	3.00%	4.00%	4.00%	4.00%	3.00%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Sundry Income Indexation	3.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
General Rates Indexation	4.10%	4.40%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%
Bank Interest	4.40%	4.20%	4.20%	4.20%	4.20%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Employee Costs Indexation	3.00%	4.00%	4.00%	4.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Project Management Fees	7.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Councillors Superannuation	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
FAG Grant Indexation	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Domestic Waste Charges Indexation	2.30%	4.00%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
DWM Tonnage Percentage	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%
Waste Gate Charges Indexation	2.30%	4.00%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Other Waste Charges Indexation	2.30%	4.00%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Stormwater Charges Indexation (linked to rates peg)	4.10%	4.40%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%
Water Charges Indexation	5.00%	7.00%	7.00%	7.00%	6.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sewer Charges Indexation	10.00%	6.00%	6.00%	8.00%	8.00%	7.00%	7.00%	6.00%	4.00%	3.00%	3.00%
Regional Roads Block Grant Indexation (state)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Regional Roads Repair Program Indexation (State)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected RRRP Income	$0	$0	$216,696	$223,197	$229,893	$236,790	$243,893	$251,210	$258,746	$266,509	$274,504
Roads to Recovery Indexation (Federal)	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Projected R2R Income	$1,714,492	$1,824,528	$1,824,528	$1,824,528	$1,824,528	$1,048,319	$1,053,561	$1,058,828	$1,064,123	$1,069,443	$1,074,790
Timber Bridges Program Indexation (State/Fed)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected Timber Bridges Income	$625,000	$0	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000
Black Spot Funding Indexation (State)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fixing Country/Local Roads Indexation (State)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
National Stronger Regions Fund (Federal)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected NSRF Income	$211,672	$0	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000
Depreciation Indexation	2.50%	4.00%	4.00%	4.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Developer Contributions Indexation	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%
RMS RMCC Works Income Indexation	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

LONG TERM FINANCIAL PLAN

INCOME STATEMENT

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Operating Budget											
Operating Revenue											
Rates and annual charges	13,990,535	14,891,286	15,788,208	16,508,679	17,210,947	17,964,896	18,669,575	19,378,086	20,054,449	20,701,600	21,455,898
User charges and fees	12,368,616	12,411,173	12,606,609	12,855,640	13,071,175	13,254,567	13,445,390	13,638,188	13,826,071	14,014,021	14,208,214
Operating grants and contributions	7,750,564	10,704,189	11,882,825	12,157,242	11,151,478	11,449,968	11,757,295	12,073,725	12,399,532	12,735,000	13,080,420
Capital grants and contributions	102,428,704	10,206,223	25,134,231	19,969,797	22,002,736	16,432,397	19,994,298	20,377,947	15,511,850	15,521,015	15,530,451
All other operating revenue	5,403,456	1,065,858	1,327,163	1,194,792	1,122,597	1,190,621	1,235,478	1,255,129	1,314,160	1,438,690	1,578,110
Total operating revenue	**141,941,875**	**49,278,729**	**66,739,035**	**62,686,151**	**64,558,933**	**60,292,450**	**65,102,037**	**66,723,075**	**63,106,062**	**64,410,327**	**65,853,093**
Operating Expenses											
Cost of services (excl interest and depreciation)	20,680,639	19,492,522	20,535,952	21,965,877	22,158,829	22,969,714	23,445,885	24,134,159	24,531,231	25,003,339	25,614,945
Borrowing costs	349,200	620,748	738,567	700,264	753,729	812,413	780,189	759,165	741,433	722,873	703,433
Maintenance expense	6,275,688	4,984,439	5,182,437	5,388,314	5,541,621	5,684,596	5,831,263	5,981,719	6,136,061	6,294,389	6,456,807
Depreciation expense	11,661,887	12,001,571	12,475,506	12,968,368	13,353,365	13,684,218	14,023,345	14,370,954	14,727,257	15,092,472	15,466,820
Total Operating Expenses	**38,967,413**	**37,099,280**	**38,932,461**	**41,022,822**	**41,807,545**	**43,150,941**	**44,080,682**	**45,245,996**	**46,135,983**	**47,113,072**	**48,242,005**
Operating Surplus/(Deficit)	**102,974,462**	**12,179,449**	**27,806,574**	**21,663,329**	**22,751,387**	**17,141,509**	**21,021,355**	**21,477,079**	**16,970,079**	**17,297,255**	**17,611,087**
Operating Result excluding Capital Grants	**545,758**	**1,973,226**	**2,672,343**	**1,693,532**	**748,651**	**709,112**	**1,027,057**	**1,099,132**	**1,458,229**	**1,776,240**	**2,080,636**
Capital Budget											
Reserve Tfrs out	(2,200,000)	(1,100,000)	(1,200,000)	(1,200,000)	(1,000,000)	(1,400,000)	(1,400,000)	(1,400,000)	(1,600,000)	(1,400,000)	(1,400,000)
Reserve Tfrs in	2,200,000	1,100,000	1,200,000	1,200,000	1,000,000	1,400,000	1,400,000	1,400,000	1,600,000	1,400,000	1,400,000
Loan Proceeds	0	10,000,000	0	0	3,000,000	0	0	0	0	0	0
WDV of Disposed Assets	450,000	368,250	438,000	525,000	412,500	429,000	446,160	464,006	482,567	501,869	521,944
Accumulated Depn Cr	11,661,887	12,001,571	12,475,506	12,968,368	13,353,365	13,684,218	14,023,345	14,370,954	14,727,257	15,092,472	15,466,820
Total capital receipts	**12,111,887**	**22,369,821**	**12,913,506**	**13,493,368**	**16,765,865**	**14,113,218**	**14,469,505**	**14,834,960**	**15,209,824**	**15,594,341**	**15,988,765**
Capital Expenses											
Infrastructure Upgrade expenditure	51,150,180	10,368,446	23,856,252	15,900,895	18,059,675	10,615,718	15,844,726	16,119,506	9,626,460	9,633,594	9,640,912
Infrastructure Renewal expenditure	83,576,086	15,551,798	17,366,231	16,385,762	15,935,259	16,807,507	16,912,313	16,947,926	17,608,161	17,878,634	18,166,671
Plant & I. T .	2,935,889	1,466,000	1,789,000	2,113,000	1,700,000	1,751,000	1,803,530	1,857,636	1,913,365	1,970,766	2,029,889
Total Capital Expenses	**137,662,155**	**27,386,243**	**43,011,483**	**34,399,657**	**35,694,934**	**29,174,224**	**34,560,569**	**34,925,068**	**29,147,986**	**29,482,995**	**29,837,472**
Loan Principal Repayments	1,544,986	1,668,139	1,735,215	1,773,517	1,544,295	1,309,851	800,394	279,736	297,467	316,028	335,468
Total Loan Repayments	**1,544,986**	**1,668,139**	**1,735,215**	**1,773,517**	**1,544,295**	**1,309,851**	**800,394**	**279,736**	**297,467**	**316,028**	**335,468**
Capital Surplus/(Deficit)	**(127,095,253)**	**(6,684,561)**	**(31,833,192)**	**(22,679,806)**	**(20,473,363)**	**(16,370,857)**	**(20,891,458)**	**(20,369,844)**	**(14,235,630)**	**(14,204,681)**	**(14,184,175)**
OVERALL SURPLUS/(DEFICIT)	**(24,120,792)**	**5,494,888**	**(4,026,618)**	**(1,016,478)**	**2,278,024**	**770,651**	**129,897**	**1,107,235**	**2,734,450**	**3,092,574**	**3,426,912**

LONG TERM FINANCIAL PLAN

BALANCE SHEET

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
ASSETS											
Current Assets											
Cash and Cash Equivalents	13,847,127	19,342,014	15,315,396	14,298,918	16,576,942	17,347,594	17,477,492	18,584,727	21,319,177	24,411,750	27,838,662
Receivables	19,320,000	19,320,000	19,320,000	19,320,000	19,320,000	19,320,000	19,320,000	19,320,000	19,320,000	19,320,000	19,320,000
Inventories	2,233,000	2,233,000	2,233,000	2,233,000	2,233,000	2,233,000	2,233,000	2,233,000	2,233,000	2,233,000	2,233,000
Total Current Assets	**35,400,127**	**40,895,014**	**36,868,396**	**35,851,918**	**38,129,942**	**38,900,594**	**39,030,492**	**40,137,727**	**42,872,177**	**45,964,750**	**49,391,662**
Non-Current Assets											
Infrastructure, Property, Plant & Equipment	872,744,518	922,670,720	989,675,526	1,050,168,836	1,103,602,970	1,146,254,051	1,195,001,466	1,244,966,611	1,290,028,939	1,336,168,316	1,383,421,232
Total Non-Current Assets	**872,744,518**	**922,670,720**	**989,675,526**	**1,050,168,836**	**1,103,602,970**	**1,146,254,051**	**1,195,001,466**	**1,244,966,611**	**1,290,028,939**	**1,336,168,316**	**1,383,421,232**
TOTAL ASSETS	**908,144,645**	**963,565,735**	**1,026,543,922**	**1,086,020,755**	**1,141,732,913**	**1,185,154,645**	**1,234,031,958**	**1,285,104,338**	**1,332,901,115**	**1,382,133,066**	**1,432,812,893**
LIABILITIES											
Current Liabilities											
Payables	17,236,701	17,236,701	17,236,701	17,236,701	17,236,701	17,236,701	17,236,701	17,236,701	17,236,701	17,236,701	17,236,701
Borrowings	1,668,139	1,735,215	1,773,517	1,544,295	1,309,851	800,394	279,736	297,467	316,028	335,468	0
Provisions	2,696,000	2,696,000	2,696,000	2,696,000	2,696,000	2,696,000	2,696,000	2,696,000	2,696,000	2,696,000	2,696,000
Total Current Liabilities	**21,600,840**	**21,667,916**	**21,706,218**	**21,476,996**	**21,242,552**	**20,733,095**	**20,212,437**	**20,230,168**	**20,248,729**	**20,268,169**	**19,932,701**
Non-Current Liabilities											
Payables	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000
Borrowings	6,589,174	14,853,959	13,080,442	11,536,147	13,226,297	12,425,903	12,146,168	11,848,700	11,532,673	11,197,205	11,197,205
Provisions - LSL	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000	288,000
Provisions -Remediation & Restoration	1,398,000	1,398,000	1,398,000	1,398,000	1,398,000	1,398,000	1,398,000	1,398,000	1,398,000	1,398,000	1,398,000
Total Current Liabilities	**8,433,174**	**16,697,959**	**14,924,442**	**13,380,147**	**15,070,297**	**14,269,903**	**13,990,168**	**13,692,700**	**13,376,673**	**13,041,205**	**13,041,205**
TOTAL LIABILITIES	**30,034,014**	**38,365,875**	**36,630,660**	**34,857,143**	**36,312,848**	**35,002,998**	**34,202,604**	**33,922,869**	**33,625,401**	**33,309,374**	**32,973,906**
Net Assets	**878,110,630**	**925,199,860**	**989,913,262**	**1,051,163,612**	**1,105,420,064**	**1,150,151,647**	**1,199,829,354**	**1,251,181,469**	**1,299,275,714**	**1,348,823,692**	**1,399,838,987**
EQUITY											
Retained Earnings	512,683,462	524,862,911	552,669,485	574,332,813	597,084,201	614,225,709	635,247,065	656,724,143	673,694,223	690,991,478	708,602,565
Revaluation Reserves	365,427,169	400,336,949	437,243,777	476,830,799	508,335,864	535,925,938	564,582,289	594,457,326	625,581,491	657,832,215	691,236,423
Total Equity	**878,110,630**	**925,199,860**	**989,913,262**	**1,051,163,612**	**1,105,420,064**	**1,150,151,647**	**1,199,829,354**	**1,251,181,469**	**1,299,275,714**	**1,348,823,692**	**1,399,838,987**

LONG TERM FINANCIAL PLAN

STATEMENT OF CASH FLOWS

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Cash Flows from Operating Activities											
Receipts											
Rates and Annual Charges	13,990,535	14,891,286	15,788,208	16,508,679	17,210,947	17,964,896	18,669,575	19,378,086	20,054,449	20,701,600	21,455,898
User Charges and Fees	12,368,616	12,411,173	12,606,609	12,855,640	13,071,175	13,254,567	13,445,390	13,638,188	13,826,071	14,014,021	14,208,214
Investment Interest and Revenue	1,570,718	749,579	980,365	811,247	768,555	823,078	853,904	859,100	903,389	1,012,767	1,136,470
Grants and Contributions (Operating)	7,750,564	10,704,189	11,882,825	12,157,242	11,151,478	11,449,968	11,757,295	12,073,725	12,399,532	12,735,000	13,080,420
Grants and Contributions (Capital)	102,428,704	10,206,223	25,134,231	19,969,797	22,002,736	16,432,397	19,994,298	20,377,947	15,511,850	15,521,015	15,530,451
Other	3,832,738	316,279	346,798	383,546	354,043	367,543	381,575	396,030	410,771	425,923	441,640
Payments											
Cost of Services	(26,956,327)	(24,476,961)	(25,718,389)	(27,354,190)	(27,700,451)	(28,654,310)	(29,277,149)	(30,115,878)	(30,667,292)	(31,297,728)	(32,071,752)
Borrowing Costs (interest only)	(349,200)	(620,748)	(738,567)	(700,264)	(753,729)	(812,413)	(780,189)	(759,165)	(741,433)	(722,873)	(703,433)
Net Cash provided (or used in) Operating Activities	**114,636,349**	**24,181,020**	**40,282,079**	**34,631,696**	**36,104,753**	**30,825,726**	**35,044,700**	**35,848,033**	**31,697,336**	**32,389,726**	**33,077,908**
Cash Flows from Investing Activities											
Receipts											
Sale of Infrastructure, Property, Plant and Equipment	450,000	368,250	438,000	525,000	412,500	429,000	446,160	464,006	482,567	501,869	521,944
Payments											
Purchase of Infrastructure, Property, Plant and Equipment	(137,662,155)	(27,386,243)	(43,011,483)	(34,399,657)	(35,694,934)	(29,174,224)	(34,560,569)	(34,925,068)	(29,147,986)	(29,482,995)	(29,837,472)
Net Cash provided (or used in) Investing Activities	**(137,212,155)**	**(27,017,993)**	**(42,573,483)**	**(33,874,657)**	**(35,282,434)**	**(28,745,224)**	**(34,114,409)**	**(34,461,062)**	**(28,665,419)**	**(28,981,125)**	**(29,315,528)**
Cash Flows from Financing Activities											
Receipts											
Proceeds from Borrowings	0	10,000,000	0	0	3,000,000	0	0	0	0	0	0
Payments											
Repayment of Borrowings and Advances	(1,544,986)	(1,668,139)	(1,735,215)	(1,773,517)	(1,544,295)	(1,309,851)	(800,394)	(279,736)	(297,467)	(316,028)	(335,468)
Net Cash provided (or used in) Financing Activities	**(1,544,986)**	**8,331,861**	**(1,735,215)**	**(1,773,517)**	**1,455,705**	**(1,309,851)**	**(800,394)**	**(279,736)**	**(297,467)**	**(316,028)**	**(335,468)**
Net Increase (Decrease) in Cash and Cash Equivalents	(24,120,792)	5,494,888	(4,026,618)	(1,016,478)	2,278,024	770,651	129,897	1,107,235	2,734,450	3,092,574	3,426,912
Cash and Cash Equivalents at start of year	37,967,919	13,847,127	19,342,014	15,315,396	14,298,918	16,576,942	17,347,594	17,477,492	18,584,727	21,319,177	24,411,750
Cash and Cash Equivalents - end of year	**13,847,127**	**19,342,015**	**15,315,396**	**14,298,918**	**16,576,943**	**17,347,594**	**17,477,492**	**18,584,727**	**21,319,176**	**24,411,750**	**27,838,662**
Projected Bank Balances	13,847,127	19,342,014	15,315,396	14,298,918	16,576,942	17,347,594	17,477,492	18,584,727	21,319,177	24,411,750	27,838,662

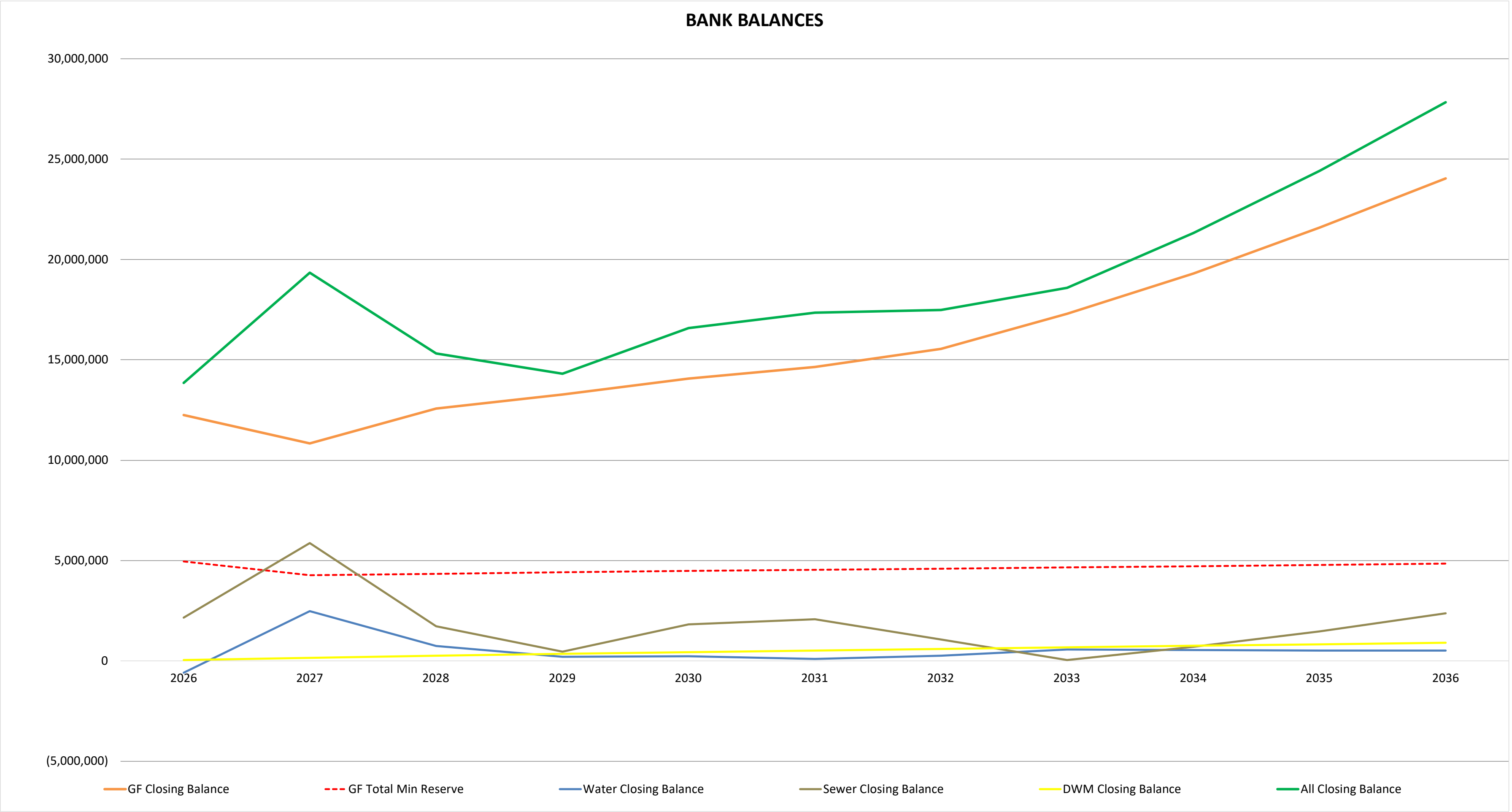
LONG TERM FINANCIAL PLAN

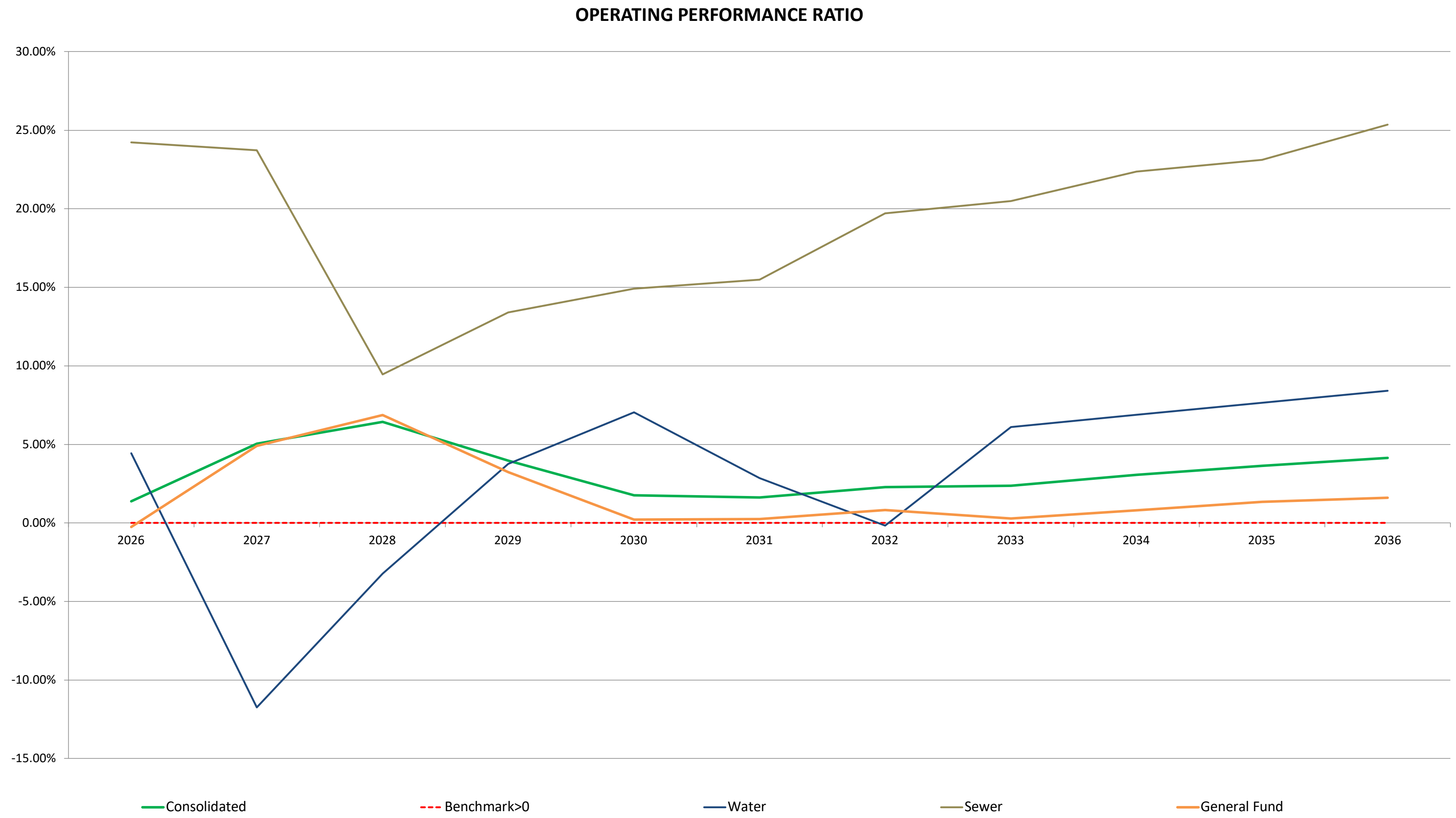
BANK BALANCES

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
General											
Opening Balance	35,749,641	12,588,297	10,057,800	11,138,213	12,231,402	12,688,339	13,434,596	14,373,716	16,283,434	18,651,109	21,088,987
Movement	(23,161,344)	(2,530,497)	1,080,414	1,093,188	456,938	746,257	939,120	1,909,718	2,367,675	2,437,877	2,605,901
Grant Receivables											
Bank Balance											
Closing Balance	**12,588,297**	**10,057,800**	**11,138,213**	**12,231,402**	**12,688,339**	**13,434,596**	**14,373,716**	**16,283,434**	**18,651,109**	**21,088,987**	**23,694,888**
Employee Leave	1,511,964	1,572,442	1,635,340	1,700,754	1,743,272	1,786,854	1,831,526	1,877,314	1,924,247	1,972,353	2,021,662
Roads and Bridges	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Emergency Works	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Reinstatement Reserve	224,582	233,565	242,908	252,624	260,203	266,968	273,909	281,031	288,337	295,834	303,526
Min Reserve	**3,236,545**	**3,306,007**	**3,378,248**	**3,453,378**	**3,503,475**	**3,553,822**	**3,605,435**	**3,658,344**	**3,712,584**	**3,768,187**	**3,825,188**
State Highways											
Opening Balance	(3,036,491)	(3,036,575)	(3,036,575)	(3,036,575)	(3,036,575)	(3,036,575)	(3,036,575)	(3,036,575)	(3,036,575)	(3,036,575)	(3,036,575)
Movement	(84)	0	0	0	(0)	0	(0)	0	0	(0)	0
Bank Balance											
Closing Balance	**(3,036,575)**	**(3,036,575)**	**(3,036,575)**	**(3,036,575)**	**(3,036,575)**	**(3,036,575)**	**(3,036,575)**	**(3,036,575)**	**(3,036,575)**	**(3,036,575)**	**(3,036,575)**
Min Reserve	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Quarries											
Opening Balance	1,084,348	829,162	356,524	497,859	640,108	685,969	736,142	790,882	850,455	915,142	985,235
Movement	(255,186)	(472,637)	141,335	142,248	45,861	50,173	54,740	59,573	64,687	70,093	75,807
Closing Balance	**829,162**	**356,524**	**497,859**	**640,108**	**685,969**	**736,142**	**790,882**	**850,455**	**915,142**	**985,235**	**1,061,042**
Min Reserve	971,618	209,268	217,639	226,344	233,135	239,196	245,415	251,796	258,343	265,060	271,951
Plant											
Opening Balance	2,073,032	1,859,898	3,461,890	3,971,516	3,427,673	3,725,110	3,501,473	3,410,392	3,188,083	2,766,776	2,546,719
Movement	(213,134)	1,601,991	509,626	(543,843)	297,437	(223,637)	(91,081)	(222,309)	(421,307)	(220,057)	(218,544)
Closing Balance	**1,859,898**	**3,461,890**	**3,971,516**	**3,427,673**	**3,725,110**	**3,501,473**	**3,410,392**	**3,188,083**	**2,766,776**	**2,546,719**	**2,328,174**
Min Reserve	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total General Fund											
Opening Balance	35,870,530	12,240,782	10,839,639	12,571,014	13,262,607	14,062,843	14,635,636	15,538,415	17,285,397	19,296,452	21,584,365
Movement	(23,629,748)	(1,401,143)	1,731,375	691,594	800,236	572,793	902,779	1,746,982	2,011,055	2,287,913	2,463,163
GF Closing Balance	**12,240,782**	**10,839,639**	**12,571,014**	**13,262,607**	**14,062,843**	**14,635,636**	**15,538,415**	**17,285,397**	**19,296,452**	**21,584,365**	**24,047,529**
GF Total Min Reserve	**4,958,163**	**4,265,275**	**4,345,886**	**4,429,722**	**4,486,610**	**4,543,018**	**4,600,850**	**4,660,140**	**4,720,927**	**4,783,247**	**4,847,139**
Water Supply											
Opening Balance	(83,498)	(595,639)	2,472,902	748,390	215,472	242,399	108,064	257,463	576,407	552,420	517,654
Movement	(512,141)	3,068,541	(1,724,511)	(532,918)	26,926	(134,335)	149,399	318,945	(23,988)	(34,766)	(3,586)
Water Closing Balance	**(595,639)**	**2,472,902**	**748,390**	**215,472**	**242,399**	**108,064**	**257,463**	**576,407**	**552,420**	**517,654**	**514,068**
Sewer Fund											
Opening Balance	2,285,017	2,164,615	5,870,628	1,727,004	462,062	1,829,433	2,079,786	1,077,438	40,578	711,821	1,477,273
Movement	(120,402)	3,706,013	(4,143,624)	(1,264,941)	1,367,371	250,353	(1,002,348)	(1,036,860)	671,243	765,452	895,666
Sewer Closing Balance	**2,164,615**	**5,870,628**	**1,727,004**	**462,062**	**1,829,433**	**2,079,786**	**1,077,438**	**40,578**	**711,821**	**1,477,273**	**2,372,939**
Domestic Waste Fund											
Opening Balance	(104,130)	37,370	158,846	268,988	358,776	442,268	524,108	604,176	682,344	758,483	832,458
Movement	141,500	121,477	110,142	89,788	83,492	81,840	80,067	78,169	76,139	73,974	71,669
DWM Closing Balance	**37,370**	**158,846**	**268,988**	**358,776**	**442,268**	**524,108**	**604,176**	**682,344**	**758,483**	**832,458**	**904,126**
Reinstatement Reserve	224,582	233,565	242,908	252,624	260,203	266,968	273,909	281,031	288,337	295,834	303,526
TOTALS											
Opening Balance	37,967,919	13,847,127	19,342,014	15,315,396	14,298,918	16,576,942	17,347,594	17,477,492	18,584,727	21,319,177	24,411,750
Movement	(24,120,792)	5,494,887	(4,026,618)	(1,016,478)	2,278,024	770,652	129,898	1,107,235	2,734,450	3,092,574	3,426,912
All Closing Balance	**13,847,127**	**19,342,014**	**15,315,396**	**14,298,918**	**16,576,942**	**17,347,594**	**17,477,492**	**18,584,727**	**21,319,177**	**24,411,750**	**27,838,662**

SUMMARY BY FUNCTION

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
GENERAL FUND											
GENERAL MANAGER											
Governance	(688,603)	(754,886)	(785,082)	(924,852)	(838,925)	(860,316)	(882,252)	(1,026,716)	(927,818)	(951,477)	(975,739)
Administration	(1,997,849)	(2,169,967)	(2,222,507)	(2,342,986)	(2,289,951)	(2,381,978)	(2,483,637)	(2,518,162)	(2,628,019)	(2,639,940)	(2,780,788)
Human Resources	(856,019)	(751,643)	(781,709)	(808,977)	(879,887)	(900,969)	(922,537)	(944,599)	(967,167)	(990,252)	(1,013,863)
Finance	10,171,382	11,935,929	12,659,926	12,939,069	13,651,886	14,479,312	15,565,375	16,643,725	17,238,029	17,916,613	18,629,385
Crown Reserves	(448,173)	(11,420)	(11,876)	(12,351)	(12,714)	(13,043)	(13,380)	(13,726)	(14,081)	(14,446)	(14,819)
	6,180,737	**8,248,013**	**8,858,752**	**8,849,902**	**9,630,409**	**10,323,006**	**11,263,569**	**12,140,521**	**12,700,943**	**13,320,499**	**13,844,177**
PLANNING & ENVIRONMENTAL											
Town Planning	(676,635)	(681,170)	(707,217)	(734,305)	(748,922)	(763,774)	(778,873)	(794,219)	(809,814)	(825,658)	(841,753)
Environmental Health	(1,288,353)	(248,990)	(269,271)	(269,696)	(273,249)	(275,744)	(274,018)	(266,365)	(268,625)	(270,793)	(272,859)
Building Control	(239,018)	(176,989)	(184,068)	(191,431)	(196,463)	(200,535)	(204,671)	(208,872)	(213,138)	(217,468)	(221,862)
Regulatory Services	(594,986)	(234,193)	(243,837)	(253,867)	(260,919)	(267,531)	(274,302)	(281,236)	(288,338)	(295,611)	(303,059)
Other Waste	(642,300)	(926,508)	(23,192)	(39,425)	(44,829)	(47,682)	(514,634)	(53,687)	(56,844)	(60,107)	(63,480)
Strategic, Community & Cultural Services	(1,128,555)	(974,872)	(1,013,539)	(1,054,024)	(1,082,784)	(1,110,106)	(1,138,114)	(1,166,825)	(1,196,259)	(1,226,431)	(1,257,361)
Pre Schools	(77,488)	(80,588)	(83,811)	(87,164)	(89,779)	(92,113)	(94,508)	(96,965)	(99,486)	(102,073)	(104,727)
Public Libraries	(519,870)	(515,879)	(536,514)	(557,975)	(573,650)	(587,015)	(600,666)	(614,607)	(628,843)	(643,380)	(658,223)
	(5,167,205)	**(3,839,189)**	**(3,061,450)**	**(3,187,886)**	**(3,270,595)**	**(3,344,499)**	**(3,879,785)**	**(3,482,777)**	**(3,561,348)**	**(3,641,522)**	**(3,723,324)**
INFRASTRUCTURE SERVICES											
Regional Roads	(1,971,939)	(1,528,038)	(1,363,720)	(1,013,860)	(1,041,435)	(1,061,832)	(1,082,561)	(1,103,627)	(1,125,030)	(1,146,775)	(1,168,863)
Urban Streets	(5,692,427)	(1,294,031)	(2,347,811)	(2,403,767)	(1,444,595)	(1,482,154)	(1,520,669)	(1,560,164)	(1,600,663)	(1,642,192)	(1,684,778)
Rural Local Roads	(6,035,711)	(615,307)	1,007,991	859,642	(1,213,806)	(873,710)	(934,886)	(997,356)	(861,140)	(1,126,260)	(1,192,737)
Bridges	(3,161,856)	(1,771,518)	(1,288,438)	(1,380,701)	(1,369,289)	(1,962,643)	(2,013,785)	(2,066,263)	(2,120,111)	(2,175,366)	(2,232,064)
Emergency Services	(535,286)	(530,202)	(551,411)	(573,467)	(590,556)	(605,743)	(621,318)	(637,291)	(653,673)	(670,472)	(687,701)
Swimming Pools	(1,121,750)	(755,143)	(779,798)	(810,990)	(822,091)	(839,840)	(851,436)	(869,671)	(888,234)	(907,127)	(926,354)
Parks & Gardens	(3,280,807)	(1,013,806)	(1,173,471)	(1,220,489)	(1,255,155)	(1,287,382)	(1,320,437)	(1,354,341)	(1,389,116)	(1,424,784)	(1,461,368)
Community Buildings	(3,980,180)	(518,946)	(331,706)	(344,978)	(351,477)	(356,992)	(362,510)	(368,026)	(373,534)	(379,028)	(384,502)
Public Cemeteres	(88,389)	(17,087)	(17,770)	(18,481)	(16,095)	(12,815)	(9,303)	(5,548)	(1,536)	2,744	7,308
Stormwater	(102,452)	(242,067)	(85,838)	(88,260)	(87,615)	(85,942)	(84,130)	(82,172)	(80,062)	(77,792)	(75,354)
Engineering Administration	1,795,920	1,346,823	2,215,084	2,426,522	2,289,238	2,336,802	2,356,373	2,296,433	2,321,180	2,305,954	2,291,463
	(24,174,876)	**(6,939,321)**	**(4,716,888)**	**(4,568,828)**	**(5,902,876)**	**(6,232,249)**	**(6,444,663)**	**(6,748,026)**	**(6,771,920)**	**(7,241,100)**	**(7,514,952)**
TOTAL GENERAL FUND	**(23,161,344)**	**(2,530,497)**	**1,080,414**	**1,093,188**	**456,938**	**746,257**	**939,120**	**1,909,718**	**2,367,675**	**2,437,877**	**2,605,901**
RESTRICTED FUNDS - INTERNAL											
State Highways	(84)	0	0	0	(0)	0	(0)	0	0	(0)	0
Quarries	(255,186)	(472,637)	141,335	142,248	45,861	50,173	54,740	59,573	64,687	70,093	75,807
Plant & Depots	(213,134)	1,601,991	509,626	(543,843)	297,437	(223,637)	(91,081)	(222,309)	(421,307)	(220,057)	(218,544)
TOTAL RESTRICTED FUNDS - INTERNAL	**(468,404)**	**1,129,354**	**650,961**	**(401,594)**	**343,298**	**(173,464)**	**(36,341)**	**(162,736)**	**(356,620)**	**(149,964)**	**(142,738)**
RESTRICTED FUNDS - EXTERNAL											
Water Fund	(512,141)	3,068,541	(1,724,511)	(532,918)	26,926	(134,335)	149,399	318,945	(23,988)	(34,766)	(3,586)
Sewer Fund	(120,402)	3,706,013	(4,143,624)	(1,264,941)	1,367,371	250,353	(1,002,348)	(1,036,860)	671,243	765,452	895,666
Domestic Waste	141,500	121,477	110,142	89,788	83,492	81,840	80,067	78,169	76,139	73,974	71,669
TOTAL RESTRICTED FUNDS - EXTERNAL	**(491,044)**	**6,896,030**	**(5,757,993)**	**(1,708,071)**	**1,477,789**	**197,858**	**(772,881)**	**(639,747)**	**723,395**	**804,660**	**963,748**
COMBINED FUNDS	**(24,120,792)**	**5,494,887**	**(4,026,618)**	**(1,016,478)**	**2,278,024**	**770,652**	**129,898**	**1,107,235**	**2,734,450**	**3,092,574**	**3,426,912**


BANK BALANCES
30,000,000
25,000,000
20,000,000
15,000,000
10,000,000
5,000,000
0
(5,000,000)
2026
2027
2028
2029
2030
2031
2032
2033
2034
2035
2036
GF Closing Balance
GF Total Min Reserve
Water Closing Balance
Sewer Closing Balance
DWM Closing Balance
All Closing Balance


OPERATING PERFORMANCE RATIO
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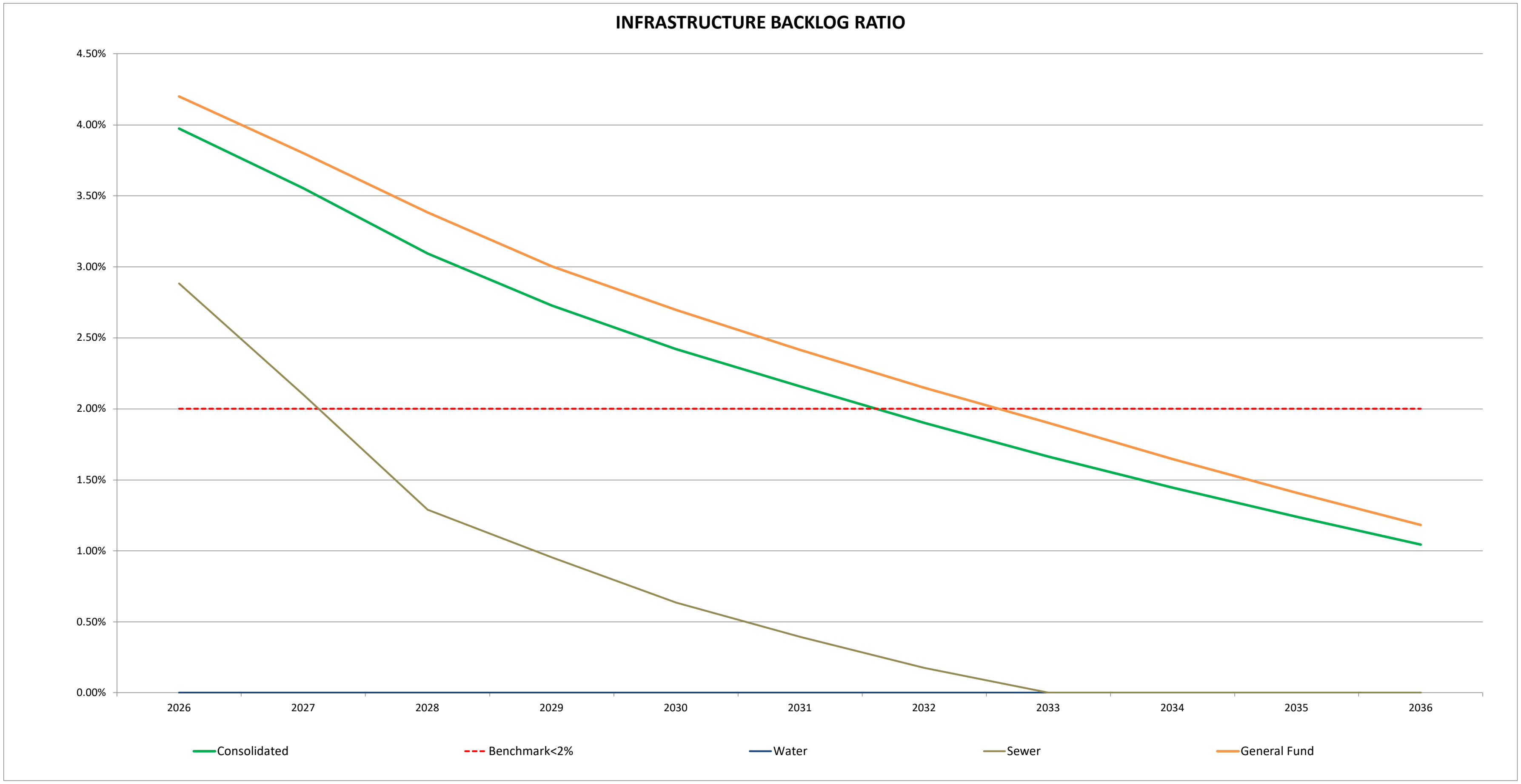
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
-5.00%
-10.00%
-15.00%
2026
2027
2028
2029
2030
2031
2032
2033
2034
2035
2036
Consolidated
Benchmark>0
Water
Sewer
General Fund



INFRASTRUCTURE BACKLOG RATIO
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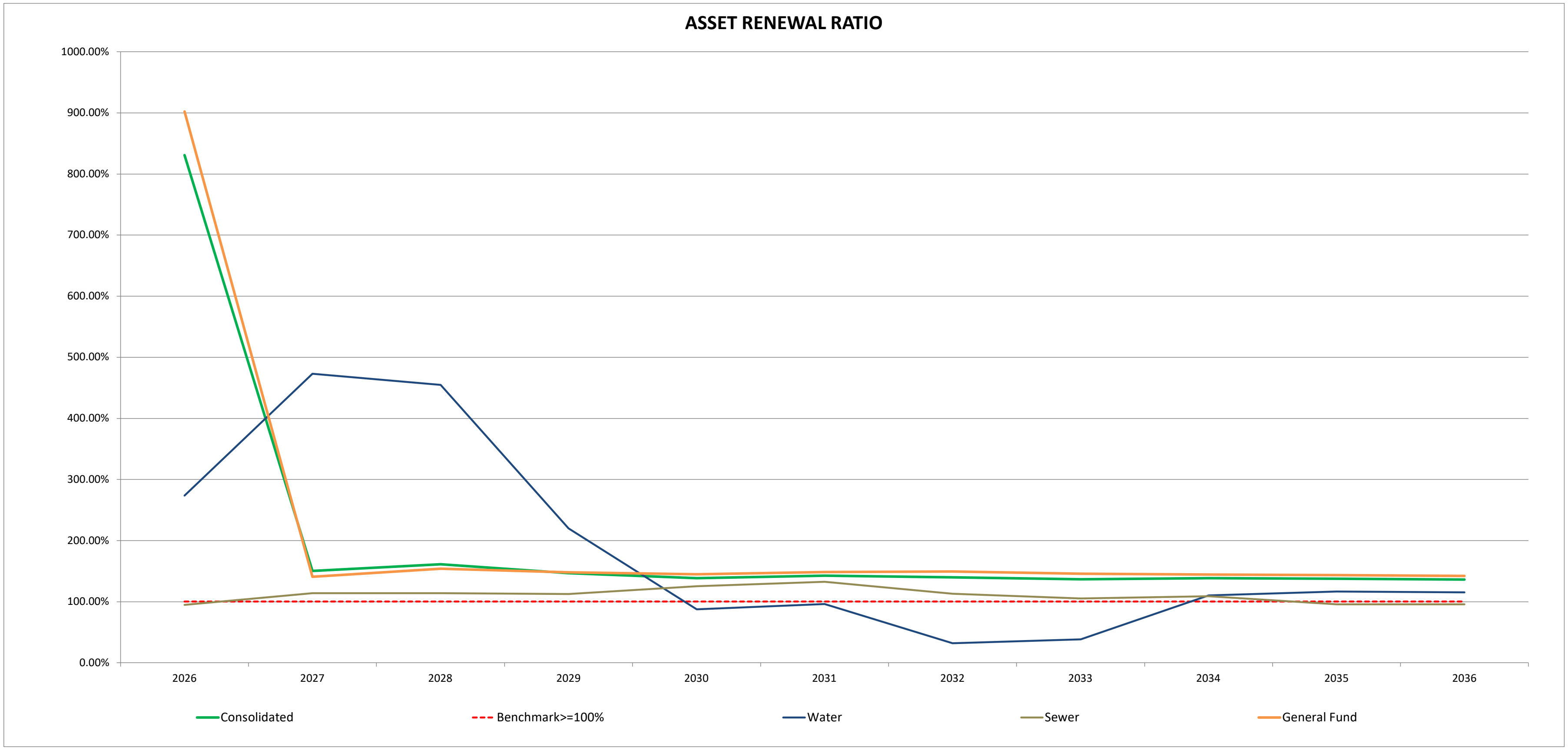
4.00%
3.50%
3.00%
2.50%
2.00%
1.50%
1.00%
0.50%
0.00%
2026
2027
2028
2029
2030
2031
2032
2033
2034
2035
2036
Consolidated
Benchmark<2%
Water
Sewer
General Fund



ASSET RENEWAL RATIO
1000.00%
900.00%
800.00%
700.00%
600.00%
500.00%
400.00%
300.00%
200.00%
100.00%
0.00%
2026
2027
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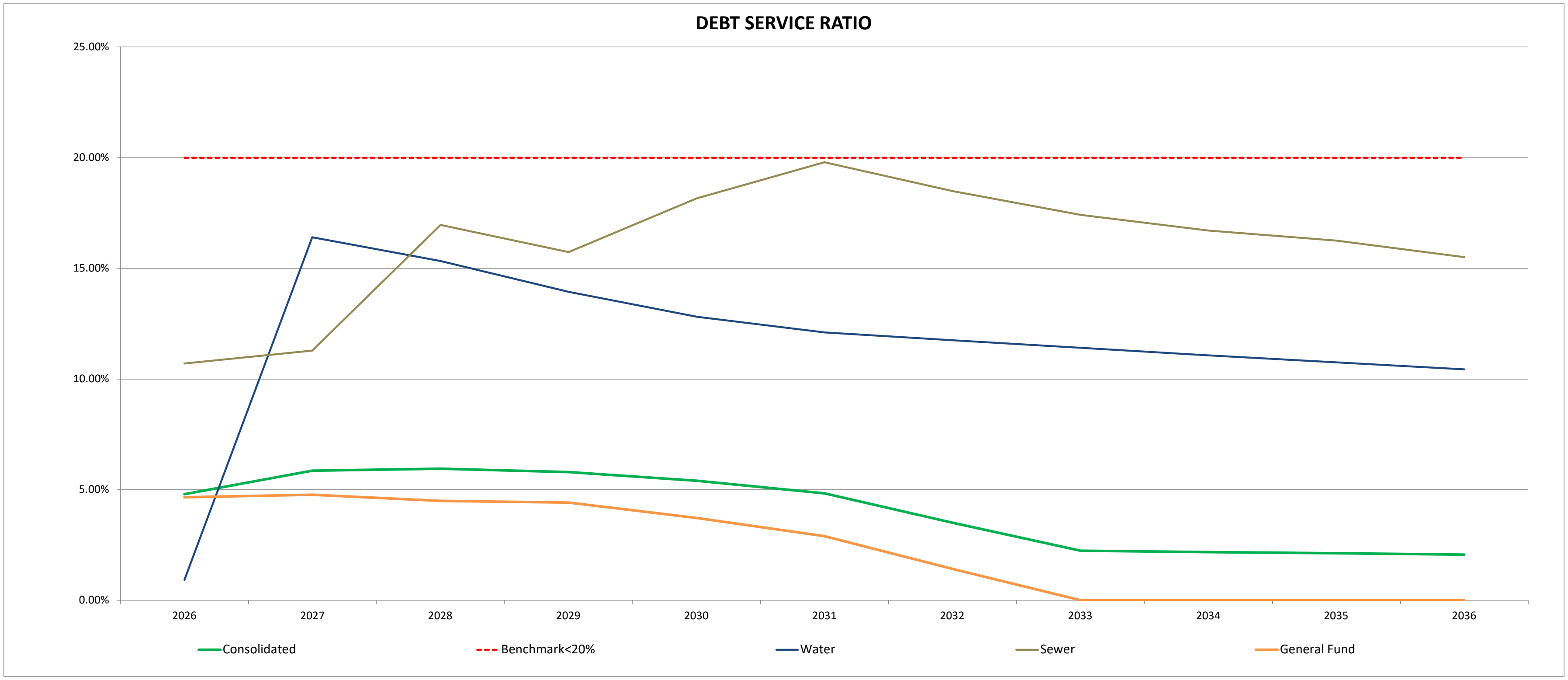
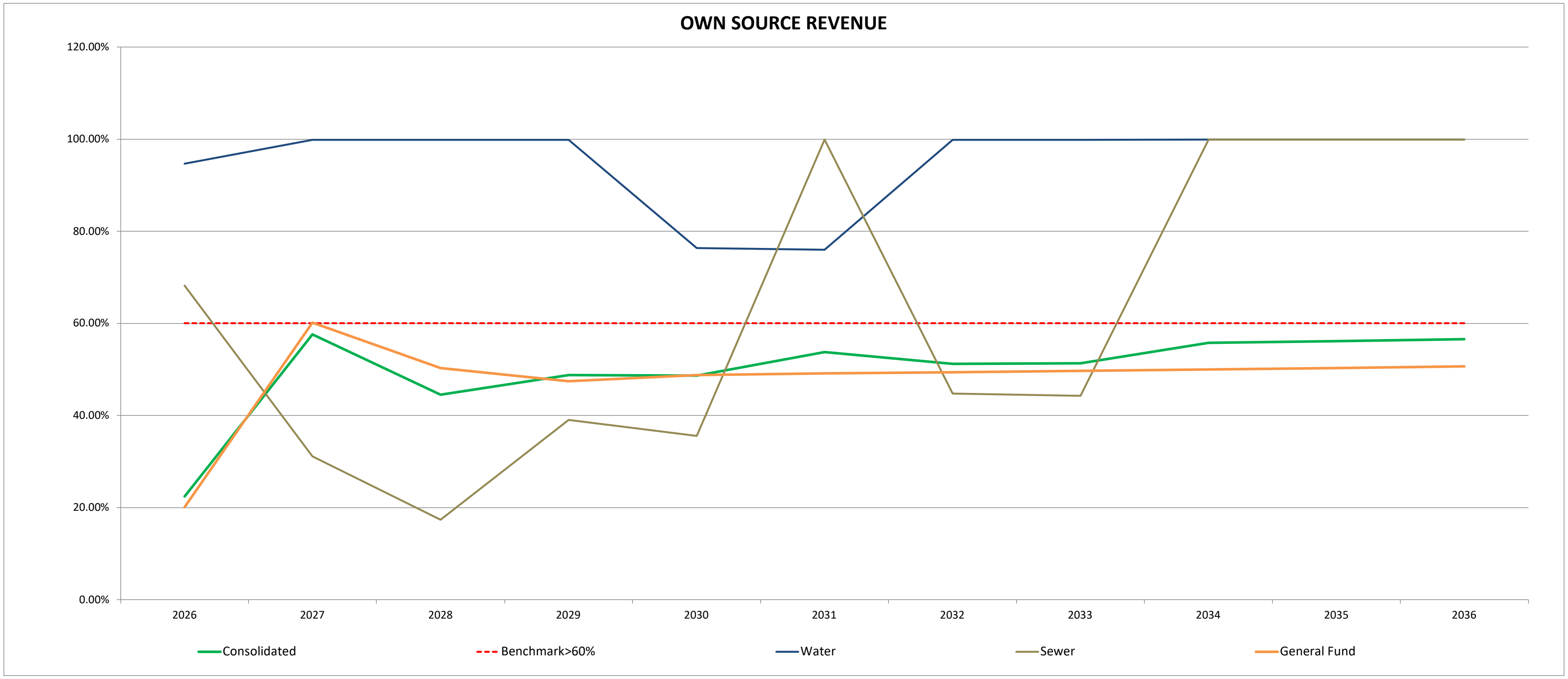
Water
Sewer
General Fund


DEBT SERVICE RATIO
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
2026
2027
2028
2029
2030
2031
2032
2033
2034
2035
2036
Consolidated
Benchmark<20%
Water
Sewer
General Fund


OWN SOURCE REVENUE
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100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
2026
2027
2028
2029
2030
2031
2032
2033
2034
2035
2036
Consolidated
Benchmark>60%
Water
Sewer
General Fund